International Labour Organization

iTrack Evaluation

ILO EVALUATION

- o **Evaluation Title:** Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth

- o **ILO TC/SYMBOL:** GLO/16/17/ESP

- o **Type of Evaluation:** Final Independent Evaluation

- o **Country(ies):** Global

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- o **ILO Administrative Office:** Employment Policy Department

- o **ILO Technical Backstopping Office:** Employment and Labour Market Policies Branch (EMPLAB)

- o **Date project ends:** August 2020

- o **Donor:** Government of Spain, Ministry of Employment and Social Economy

- o **Project budget:** EUR 2.000.000

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- o **Key Words:** youth employment, partnerships, decent work.

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth (GLO/16/17/ESP)

Final Independent Evaluation

Executive Summary

Project background

Global Context Overview

Youth employment has been a strong priority at the multilateral level for two decades, as illustrated in the importance given to that topic by the UN system, most notably by the ILO. The 2030 Agenda for Sustainable Development, adopted during the 70th session of the United Nations General Assembly in 2015, has significantly underlined the urgency of achieving full and productive employment and decent work for all, with great respect for gender equality and labour rights. Decent work for young people is a cornerstone of the 2030 Agenda and a key priority for the ILO.

In 2014, the High-Level Committee on Programmes (HLCP) selected youth employment as a model to launch an initiative to implement the key elements of the post-2015 development agenda identified by the United Nations System Chief Executives Board for Coordination (CEB). The HLCP supported the creation of a time-bound inter-agency working group, open to all HLCP members, to develop and implement the Global Initiative on Decent Employment for Youth (the Initiative). Under the leadership of the ILO, United Nations entities worked together during 2015 to develop the strategy for this Global Initiative. This same year, the CEB decided to support the Global Initiative on Decent Employment for Youth ("the Initiative", and "DJY") and welcomed it as an example to assist Member States in the implementation of the 2030 Agenda .

The main goal of the Initiative is "to scale up action and impact on youth employment through effective, innovative and evidence-based interventions". More specifically, the Initiative proposes to:

1) Engage key stakeholders and world leaders in high-level policy action on youth employment;

2) Expand and scale up national and regional policies and interventions on youth employment;

3) Pool existing expertise and enhance and share knowledge on what works for youth employment; and

4) Leverage resources from existing facilities while also mobilizing additional resources.

Objective of the Evaluation

In 2017, the Government of Spain through the Ministry of Employment and Social Economy supported the ILO project "Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth" (GLO/16/17/ESP) ("the Project"). Its **immediate objective** was to support the tasks of the ILO in the launch and deployment of the Global Initiative on Decent Jobs for Youth. The four outputs of the project are:

1) The strategic multi-stakeholder **alliance** is established.

2) Concrete **actions** are initiated at the national level based on the identification of the thematic priorities of the Global Initiative.

3) The Decent Jobs for Youth **Knowledge** Facility is launched as well as the respective coordination processes with different agencies and actors.

4) The **resource** mobilization and sustainability strategies are developed.

This EUR 2,000,000 project started its implementation in 2017. The Project was expected to end in December 2019 but obtained a no-cost extension until December 2020 due to the rescheduling of activities seeking high-level

engagement by ILO and the Ministry and the subsequent implications of the COVID-19 pandemic on planned activities. The Project is under the responsibility of the ILO Employment Policy Department (EMPLOYMENT) and its Director. Other ILO staff with direct management responsibilities on the Project include the Chief of the Employment, Labour Markets and Youth Branch (EMPLAB), who directly supervises the work of the Coordinator of the Initiative. The Coordinator is supported by a Secretariat team ("the Secretariat"), comprised by technical staff, who have been recently integrated into the Youth Employment Accelerator (YOUTH) Group.

Evaluation background

Purpose, Objectives, Users, and Scope of the Evaluation

The main purpose of this evaluation was accountability and learning. In terms of accountability, the evaluation is of particular interest to the unique donor financing the project, the Government of Spain through the Ministry of Employment and Social Economy, and also to the EMPLOYMENT Department, in particular EMPLAB. In terms of learning, this evaluation intends to help identify what has worked well, less well and why, and derive success factors and lessons learned. The knowledge generated by the Evaluation will also feed in the design of future implementation models and contribute to documenting management and delivery approaches supporting the sustainability of DJY.

The main users of the evaluation report include the Government of Spain through the Ministry of Employment and Social Economy, the EMPLOYMENT Department of the ILO, ILO staff with direct management responsibilities and the ILO Secretariat team for the Initiative. Secondary users include ILO and UN technical staff involved in thematic work and other partners of the

Initiative among the UN system, NGOs, foundations, governments and private sector, as well as social partners.

The evaluation's scope focused on the Project strategy, activities and results. The temporal and geographic scope focused on all activities financed by the Government of Spain in the context of the Project GLO/16/17/ESP and implemented between November 2017 and March 2020. Ongoing or planned activities were not the subject of this evaluation but may have been included in the scope. While the evaluation indirectly assessed several aspects of the Initiative that were interlined with the Project, its scope is limited to the evaluation the Project that supported the launch of the Initiative.

Evaluation approach and methodology

The evaluation adopted utilization-focussed, participatory, gender equality, and mixed-methods approaches. The evaluation was conducted in three phases:

1) **Inception**: The evaluation team drafted an inception report based on a preliminary document review and virtual consultations with project staff. The inception report was validated by project staff and the evaluation manager.

2) **Data collection**: The evaluation team conducted virtual semi-structured interviews, reviewed available documentation, and conducted a validation workshop with project staff. The evaluation team conducted a series of virtual consultations. In total, the team consulted 43 respondents.

3) **Data analysis and reporting:** The evaluation triangulated information from Semi-structured interviews and document review. The evaluation team produced the Evaluation Report based on feedback received on the

first and second drafts of the report from project staff and the evaluation manager.

Findings

Relevance

The Project and the Initiative aspire to respond to the needs of the youth, including young women and young persons with disabilities, in terms of job creation, employability, and helping youth to overcome specific disadvantages at global, regional and country levels.

The evaluation team found that the four objectives of the Project, which are the same four objectives of the Initiative, are relevant. First, the relevance and importance of establishing a multi-stakeholder alliance to tackle youth employment issues were acknowledged by all consulted stakeholders, especially considering that youth employment had become an increasingly popular topic among development actors in recent years, even indicating "it was a crowded space". Second, the relevance of the objective "Concrete actions are initiated at the country level based on the identified thematic priorities of the Global Initiative" is confirmed by the urgent youth employment needs mentioned above. More specifically, the Initiative's eight thematic priorities, and by extension the Project's priorities, stem from global trends on youth employment. Third, the objective to establish a Knowledge Facility hosted and managed by the ILO on behalf of the Initiative is a logical decision based on the comparative advantage of the organization. Finally, the objective to mobilize resources and ensure the sustainability of the Initiative is relevant considering the fact that there was increasing competition between actors to mobilize resources for youth employment actions.

The Project and the Initiative derive from a UN system-wide level effort to achieve SDG 8 and are also aligned to the ILOs' latest Programme &

Budget documents, as well as to International Labour Standards, thus confirming the relevance of the ILO's role as the host of the Initiative's Secretariat. The evaluation team also found that the project paid special attention to young women and young persons with disabilities.

The evaluation team found that the Project was relevant to the priorities of the Government of Spain. Addressing decent jobs for youth is a key priority for the Government of Spain who saw the opportunity, by supporting the Decent Jobs for Youth Initiative, to establish a mutually beneficial partnership with the ILO and the broader UN System.

Validity of Design

The Project design guaranteed that the financial contributions of the Spanish Government would serve to operationalize the Decent Jobs for Youth Strategy and that all activities would directly contribute to the broader output and outcome level objectives specified in the PRODOC. The immediate objective of the Project is to support the ILO in the launch and deployment of the Global Initiative on Decent Jobs for Youth. To achieve this objective, the Project was designed around four outputs that mirror the four strategic pillars of the DJY: Alliance, Action, Knowledge and Resources. The correspondence of the Project's outputs to the strategic pillars of the DJY strategy ensures there is a strong logical link between the Project's contributions and the operationalization of the Initiative.

The evaluators note, however, that the logic model of the Project is not fully aligned to the harmonized results-based management concepts established by the UNEG. The indicators provided for output-level results are deemed adequate as they are specific, measurable, attainable, realistic and time-bound. Targets were embedded in the indicators' formulation, and sources of verification were quite broad. Finally, the Project's logical model does not refer to the SDGs.

Coherence

The Project has supported the Initiative in putting in place two mechanisms for increased coherence among actors around the issue of youth employment. First, the Project allowed the Initiative to organize and contribute to annual conferences as well as other thematic and regional events, to share the ILO and the Initiative's knowledge and to bring together a wide range of stakeholders working or having stakes on youth employment. These annual conferences played a key role in creating relationships with stakeholders from different fields related to youth employment.

Second, with support from the Spanish Project, the Initiative established another coordination mechanism for increased coherence: the thematic plans led by specific focal points from different UN entities. By breaking down the most important issues related to youth employment areas around thematic plans, and by having promoted the participation of other UN agencies in defining the thematic priorities, the Initiative established a functioning mechanism for bringing partners to work collaboratively on youth employment issues. Consulted stakeholders notably reported that the regular meetings held between the partners working around the thematic plans were a good mechanism for ensuring coherence between the DJY and other initiatives.

Effectiveness

The Project was highly successful in putting in place the foundations of a multi-stakeholder alliance in which many partners have committed to work jointly in addressing youth employment issues. As of December 2019, partner organizations in the multi-stakeholder alliance include 24 UN entities, 17 organizations from civil societies, 9 governments, 9 organizations from the private sector, 6 regional organizations, 4 organizations from the academia and 4 foundations. Via the Initiative's platform (the website), 51 organizations have made a total of 59 commitments.

With the aim of consolidating the alliance, the DJY team organized two annual conferences that were deemed successful. Many consulted partners from different types of organizations reported that they had benefited from the alliance, and, in particular, from the events organized by and with the participation of the Initiative. For example, through their participations in events, partners were able to increase their outreach in terms of communicating their work and knowledge on youth employment. Consulted partners also mentioned that they better understood the work of other relevant actors on youth employment.

The objective to establish a governance structure for the Initiative has not been achieved. However, an ad hoc governance structure has been established which allows for lean, flexible and operational decision-making processes. The capacities of the ad hoc governance structure to achieve increased visibility at global level, to mobilize resources, and to secure sustainable buy-in from its partners, are however limited.

The DJY team has achieved the objectives set in the PRODOC in terms of establishing country-level actions for the Initiative. For example, the Project has reached its target to identify five prototype countries for the implementation of country level activities. Thanks to the commitments of donors, country-level actions have been initiated in Burkina Faso and Nigeria.

The thematic plans drafted jointly with partners serve as reference for all actors to establish country-level actions related to youth employment. However, the mobilization of human resources for creating partnerships and mobilizing partners and resources remain a challenge for the implementation of further country-level actions. Many consulted partners mentioned that they lacked resources (human and financial) to fully operationalize the plans and implement actions recommended in the thematic plans.

The Project was instrumental in the collection and dissemination of knowledge on youth employment, in particular through events and through the design, launch and use of the Knowledge Facility, which have been accomplished with support from the Spanish-funded projects. In 2019, the Knowledge Facility included more than 400 resources contributed by over 35 knowledge partners. Between November 2017 and June 2020, more than 80,000 individuals had visited the DJY website. Many consulted partners from different types of organizations reported that they saw the DJY's Knowledge Facility as their first reference point for knowledge on youth employment issues.

The Initiative succeeded in mobilizing additional resources for country-level actions and for the functioning of the DJY. The Initiative and its partners mobilized resources for DJY Secretariat operations as well as for country-level actions from nine donors, including bilateral organisation, foundations, and governments. However, while the DJY Secretariat has developed tools and mechanisms to support its resource mobilization efforts, a document detailing the Resource Mobilization and Sustainability Strategy of the DJY is still not drafted as of December 2019. Consulted stakeholders pointed to two main limitations to the mobilizing resources for the Initiative. First, the absence of a governance body is an impediment to mobilizing resources. A governing body could create additional financial commitments from the members of the governing body to extend the outreach of the partnerships which could potentially increase the amount of resources mobilized. Second, the absence of clear targets for the Initiative as a whole was also seen as an obstacle to mobilize resources from bilateral organizations.

Effectiveness of Management Arrangements

The Project directly contributed to the establishment of DJY's Secretariat hosted in the EMPLAB Branch of the EMPLOYMENT Department of the ILO. The Project successfully leveraged ILO's managerial, technical and political support to the DJY at headquarters. For example, more than five departments within the ILO have mobilized their human resources to contribute to the Initiative, and the ILO Director General provided high-level political support to the Project's effort to launch the Initiative. However, many ILO stakeholders consulted indicated that while most ILO departments and units know about the DJY, their level of buy-in and involvement remains uneven.

Efficiency

Allocated funds were used in accordance with planned budget, despite a one year no-cost extension granted by the donor. The latest financial statement produced by the ILO in December 2019 showed that the Project had used 71% of its total budget, indicating it had, on average, implemented 24% of its budget annually over the last three years. It is important to note that this figure does not take into account the activities that staff has continued to implement in 2020. Based on past implementation rate, it is thus reasonable to believe that the one year no-cost extension should be sufficient to complete the Project. The financial statements for 2019 also indicate that the expenses related to the project generally coincided with the amounts that were budgeted in the PRODOC for different items.

The financial resources allocated by the Ministry were allocated to the most successful outputs related to the operationalization of the Initiative. In addition, resources spent for country-level actions had a small although non-negligible catalytic effect that allowed mobilization of additional funding from new donors.

Sustainability

The sustainability of results achieved by the Spanish-funded Project depends largely on the sustainability of the Initiative. In that regard, the evaluators noted that the recognition gained by the Initiative, as well as the degree of ownership across consulted partners, were key factors of sustainability. With 73 partners and 59 commitments globally, country level initiatives launched in multiple countries and with the deployment of an online Knowledge Facility, the Initiative was able to secure the involvement of a critical mass of stakeholders that are essential to maintain the DJY active. However, despite the mobilization of partners around the Initiative, the absence of a finalized document detailing the sustainability and resource mobilization strategy leaves the question of the financial sustainability of the DJY unanswered.

Overall, the Initiative is now recognized as an alliance with great potential in which partners exchange with relevant actors on youth employment issues, and the platform is seen as an important repository of knowledge for youth employment. In these two areas, *alliances* and *knowledge*, the DJY is seen as a step in the right direction toward getting partners to work together in improving youth employment outcomes. However, the limited institutional incentives for partners to commit time and funds to scale-up the Initiative could limit the sustainability of the Initiative. The governance structure of the Initiative could play a great role in ensuring the sustainability of the initiative.

Lessons Learned and Emerging Good Practices

Lessons learned

1) Operating under a UN system-wide mandate is not a sufficient condition to effectively increase coherence around a specific impact area. Additional mechanisms must be put in place to ensure long term ownership of the Initiative by all its partners and to aspire to achieve transformative changes at global level.

2) In the case of multi-stakeholder partnerships, having an established governance structure is an important precondition to ensure partners' ownership, facilitate the mobilization of resources, and ensure the sustainability of the partnership.

Good Practice

1) The commitment platform that was put in place by the Initiative to concretize partners' engagement in the alliance (outcome 1) is an effective mechanism to reduce "information asymmetries" between a diverse range of stakeholders representing different types of organizations (public, private, NGO, global or local). By publicizing each of the partner's commitments online, and with the pilot of the tool for monitoring the commitments made by partners, the platform also has the potential to hold partners accountable on their engagements. The online commitment platform links partners' commitments to the Initiative's thematic plans, to specific SDGs and to specific countries or areas of intervention.

Recommendations

1) With the objective of establishing a governance structure for the Initiative to ensure its financial sustainability, the ILO should conclude the consultation process that was initiated last year on the governance structure of the Initiative, broadening the scope of actors involved.

2) The DJY Secretariat should better define incentives for implementing youth employment initiatives under the umbrella of the DJY; these incentives should be well communicated across the ILO's departments and offices as well as within other UN agencies, DJY partners and youth employment stakeholders.

3) The DJY Secretariat should develop a theory of change explaining and illustrating the

mechanisms by which the alliance is seeking to achieve youth employment outcomes.

4) To ensure the scaling up of the initiative, the ILO should consider increasing human resources available for the tasks associated with the DJY Secretariat.

Acronyms

CEB	Chief Executives Board for Coordination
DCOMM	Communication and Public information Department of the ILO
DDG	Deputy Director-General
DG	Director-General
DJY	Decent Jobs for Youth
DW4SD	Decent Work for Sustainable Development
ECOSOC	Economic and Social Council
EMPLAB	Employment and Labour Markets Branch of the Employment Policy Department of the ILO
EMPLOYMENT	Employment Policy Department of the ILO
EO	Employers' Organizations
FAO	Food and Agriculture Organization
GenU	Generation Unlimited
HLCP	High-Level Committee on Programmes
IDRC	International Development Research Centre
ILC	International Labour Conference
ILO	International Labour Organization
INFOTEC	Information and Technology Management Department of the ILO
IOE	International Organization of Employers
ITC	International Trade Centre
ITU	International Telecommunication Union
ITUC	International Trade Union Confederation

MDG	Millennium Development Goals
NEET	Not in Employment, Education or Training
NGO	Non-Governmental Organization
OECD-DAC	Development Assistance Committee of the Organization for Economic Co-operation and Development
P&B	Programme & Budget
PARDEV	Partnerships and Field Support Department of the ILO
PRODOC	Project Document
RCM	Regional Coordination Mechanism
SDG	Sustainable Development Goal
SG	Secretary-General
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UN-Habitat	United Nations Human Settlements Programme
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization

UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	United Nations World Tourism Organization
WB	World Bank
WIPO	World Intellectual Property Organization
WO	Workers' Organizations
YEFG	Youth Employment Funders Group
YOUTH	Youth Employment Accelerator Group within the EMPLAB Branch of the ILO
Youth-SWAP	System-wide Action Plan on Youth

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1. Introduction

Universalia Management Group Limited ("Universalia") is pleased to submit this draft report for the Final Independent Evaluation of the project "Support to the preparatory activities of the International Labour Organization (ILO) to launch the Global Initiative on Decent Jobs for Youth" (GLO/16/17/ESP) to the ILO.

The project was funded by the Government of Spain through the Ministry of Employment and Social Economy for a total value of EUR 2,000,000.

This final independent evaluation was carried out between May and October 2020.

This report is organized as follows:

- Section 2 provides an overview on the project background, its context of implementation and its objectives;

- Section 3 presents the evaluation process, its purpose, objectives and scope as well as criteria and questions;

- Section 4 describes the methodology adopted to conduct this assessment, the approach, data collection and analysis methods and tools, limitation and their mitigation strategies;

- Section 5 presents findings by evaluation criteria;

- Section 6 suggests conclusions to the report;

- Section 7 provides recommendations to the ILO and its implementation partners;

- Appended to this report are: I) Terms of Reference (ToR) for this evaluation; II) the evaluation matrix; III) the changes to the questions in the ToR; IV) the List of documents consulted during the evaluation exercise; V) the list of people consulted remotely by the evaluation team; VI) a table on alignment between thematic priorities and needs in youth employment; VII) a table on alignment between Sustainable Development Goals (SDG) 8 and 4 and ILO latest Programme & Budget (P&B) Outcomes; VIII) Changes reflected in results at different levels; and IX) Project results progress and status as of 2020.

2. Project Background

2.1 Project Context

An overview of the youth employment situation

The youth employment crisis has become a difficult reality in most countries and in all regions of the world. Young people are increasingly vulnerable and face several challenges, including higher levels of unemployment, lower-quality jobs, increasingly insecure school-to-work transitions and a growing disconnection from the labour market.

Around 497 million young people (aged 15-24), or roughly 41 percent of the global youth population, are in the labour force. Of these, 429 million are employed, while nearly 68 million are looking for, and are available for, work (these are defined as unemployed). The global youth unemployment rate is 13.6 percent, well above the rate of 11.7 percent recorded in 2007, just before the economic crisis. Around 30 percent of employed youth remain in extreme or moderate poverty despite having a job.[1]

The labour force participation rate for women has remained significantly lower for young women than for young men in the last 20 years. While approximately one fifth of young people worldwide are not in employment, the proportion of the global youth population currently not in employment, education or training (NEET) increased between 2015 and 2020, from 21.7 to 22.4 percent respectively. 267 million youths are classified as NEET, of which two thirds are young women.[2]

In all regions of the world, youth unemployment is at stake. In 2019, the youth unemployment rates surpassed 20.0 percent in two thirds of European countries.[3] In the Middle East, North Africa, Latin America and the Caribbean, youth unemployment rates worsened between 2012 and 2019. Youth unemployment is the highest in North Africa and in the Arab States, at around 2.2 and 1.7 times the global rates, respectively, which translates into the highest unemployment rates in the world: 30.2 and 22.9 percent respectively. While unemployment in Latin America was relatively low and stable between 2012 and 2014 (at approximately 13.5 percent), it steadily increased until 2019, reaching 18.0 percent in 2019. Other regions, such as Eastern Europe and Sub-Saharan Africa, have seen a downward trend in youth unemployment rates in both the medium and short term.[4] However, in these regions, informal employment is rampant among young people with more than three in four young workers having informal jobs in 2016[5]. This reaches over 90.0 per cent in Sub-Saharan Africa, and many youths that work still live in poverty. While being widespread, informality is often not a choice but rather a necessity. Informal employment is also

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[1] ILO (2020). Global Employment Trends for Youth 2020: Technology and the future of jobs.

[2] Ibid.

[3] ILOSTAT (2020). Country Profiles. The latest decent work statistics by country.

[4] ILO (2020). Global Employment Trends for Youth 2020: Technology and the future of jobs.

[5] Ibid.

often synonymous with poorer job quality. Finally, many young people are unable to transition from informal to formal employment.

Young people aspire to formal and productive employment opportunities that provide them with a living wage, relative security and good working conditions. Unfortunately, very few young people are able to see their aspirations realized, which means that opportunities to benefit from the demographic bonus in the countries with the greatest potential, mainly in Africa, are rapidly disappearing.

In addition, the current COVID-19 pandemic and the economic crises it is generating is already affecting the most vulnerable populations. Youth unemployment is already on the rise and its consequences will most likely be more dramatic than any other economic crisis since World War II.[6] The impact of the pandemic on unemployment has been particularly hard on young women, younger youth and youth in lower-income countries. It is not only destroying their jobs and employment prospects, but also disrupting their education and training and having a serious impact on their mental well-being.[7]

To tackle the challenge of youth employment, the world's economies will need to create some 475 million productive jobs over the next decade. The scale of the problem is not trivial and requires massive and coordinated action.

Launching the Global Initiative on Decent Jobs for Youth

Youth employment has been a strong priority at the multilateral level for two decades, as illustrated in the importance given to that topic in the UN system, most notably through the ILO. In 2001, following the Millennium Summit which highlighted youth employment issues, the Youth Employment Network was created as a joint initiative of the former United Nations Secretary-General (SG) Kofi Annan, Director-General (DG) of the ILO, Juan Somavia, and President of the World Bank, Robert Zoellick.[8] Decent employment for youth became, at that time, an integral component part of the Millennium Development Goals (MDG), notably through Goal 1 seeking to "eradicate extreme poverty and hunger" and through target 1.b on productive employment and decent work for all.

The year 2012 was a milestone year for youth employment. Kofi Annan's successor, Ban Ki-Moon, reinforced the importance of involving young men and women in the next UN agenda during the United Nations Conference on Sustainable Development held in Rio de Janeiro. In the process of transitioning from the MDGs to the SDGs, interviewees mentioned the SG's willingness to gather the UN agencies and development partners into a UN-wide partnership focused on youth employment issues. This partnership would set an example of how the SDGs could function, and how the UN as a whole could work together around a development issue. It was followed by the development of the System-wide Action Plan on Youth (Youth-SWAP). The main aim of the Youth-SWAP is to enhance the coherence and synergy of United Nations' system-wide activities in key areas related to youth development. In parallel, the ILO's call for action insisted on the need for governments and social partners to tackle youth employment issues.[9] In

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[6] ILO (2020). Global challenges, Global solutions: Tackling the COVID-19 pandemic and the youth employment crisis.

[7] ILO (2020). Youth and COVID-19: impacts on jobs, education, rights and mental well-being. Survey Report 2020. https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_753026.pdf

[8] ILO (2015). The Global Initiative on Decent Jobs for Youth. The strategy document, p.4-5.

[9] ILO (2012). The youth employment crisis: A call for action.

2012, the Economic and Social Council (ECOSOC) launched its first edition of the Youth Forum dedicated to youth employment to discuss "ways in which young people can play an active role in the implementation of the 2030 Agenda for Sustainable Development".[10]

Several lessons emerged from these joint initiatives, including "the need to expand partnerships beyond the multilateral system at both the international and country levels by involving a range of key youth employment stakeholders; the need to balance the global, inclusive approach with and an agile action oriented platform; the importance of clear roles and responsibilities for all members, including national and other partners engaged in the development and implementation of initiatives; the development of policy and programme initiatives that extend over the long term; the enhancement of capacity to formulate evidence-based policies and programmes that can scale up innovative action; and the predictability of funding".[11]

The 2030 Agenda for Sustainable Development, adopted during the 70th session of the United Nations General Assembly in 2015, has significantly underlined the urgency of achieving full and productive employment and decent work for all, with great respect for gender equality and labour rights. Decent work for young people is a cornerstone of the 2030 Agenda and a key priority for the ILO.

In October 2014, the High-Level Committee on Programmes (HLCP) selected youth employment as a model to launch an initiative to implement the key elements of the post-2015 development agenda identified by the United Nations System Chief Executives Board for Coordination (CEB). The HLCP supported the creation of a time-bound inter-agency working group, open to all HLCP members, to develop and implement the Global Initiative on Decent Employment for Youth. Under the leadership of the ILO, the following United Nations entities worked together during 2015 to develop the strategy for this Global Initiative: the World Bank, ITC, FAO, WIPO, UNWTO, UN DESA, UNIDO, UN-Habitat, UN-Women, UNEP, UNDP, ITU, UNCTAD, UNESCO, UNFPA, UNICEF, UNRWA, UNCDF, WHO, and (ex-officio) the Office of the Secretary-General's Envoy for Youth.

On 18 November 2015, after a positive feedback process, the CEB decided to support the Global Initiative on Decent Jobs for Youth ("the Initiative") and welcomed it as an example to assist Member States in the implementation of the 2030 Agenda for Sustainable Development.

More specifically, the Initiative proposes to:

1) Engage key stakeholders and world leaders in high-level policy action on youth employment;
2) Expand and scale up national and regional policies and interventions on youth employment;
3) Pool existing expertise and enhance and share knowledge on what works for youth employment; and
4) Leverage resources from existing facilities while also mobilizing additional resources.[12]

The main goal of the Initiative is "to scale up action and impact on youth employment through effective, innovative and evidence-based interventions". The strategy is articulated around four strategic pillars, eight thematic priorities and 15 guiding principles, as illustrated in the Figure 2.1 below.

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[10] ECOSOC (2016). Youth Taking Action to Implement the 2030 Agenda – ECOSOC Youth Forum.

[11] ILO (2015). The Global Initiative on Decent Jobs for Youth. The strategy document, p.5.

[12] ILO (2015). UN Chiefs endorse Global Initiative on Decent Jobs for Youth.

Figure 2.1   DJY Initiative Strategic Pillars, Thematic Priorities and Guiding Principles

2.2   Project Overview

In January 2016, the Government of Spain through the Ministry of Employment and Social Economy informed the ILO about its interest to support the DJY agenda through the project "Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth" (GLO/16/17/ESP) ("the Project"). Its **immediate objective** was to support the tasks of the ILO in the launch and deployment of the Global Initiative on Decent Jobs for Youth.

The two **expected outcomes** of the project were the following:

1) Decent Jobs for Youth is launched with great visibility and high-level political engagement: the launch of the partnership was regarded as a composite of successive and synchronized events, complemented by a consultative and repeated process of dialogue with diverse youth employment actors. The figure of "Champions" sought the support of highly recognized leaders to advance advocacy and communications of the partnership.

2) Foundational elements of the partnership are established, e.g. a communications strategy, a roadmap, a governance structure and modality of engagement. Furthermore, the project served as a basis to leverage more resources from diverse sources.

The four **expected outputs** of the project were the following:

1) The strategic multi-stakeholder **alliance** is established.

2) Concrete **actions** are initiated at the national level based on the identification of the thematic priorities of the Global Initiative.

3) The Decent Jobs for Youth **Knowledge** Facility is launched as well as the respective coordination processes with different agencies and actors.

4) The **resource** mobilization and sustainability strategies are developed.

The ILO and the Ministry worked collaboratively in the development of the Project and finalized a mutually agreed project document (PRODOC) in September 2016. The agreement included an EUR 2,000,000 budget for the project. Due to a newly formed government, following the 2016 election in Spain, the resources were transferred to the ILO in October 2017, which marked the start of the project implementation period.

The Project was expected to end on March 2020 but obtained a no-cost extension until December 2020 due to the rescheduling of activities seeking high-level engagement by ILO and the Ministry and the subsequent implications of the COVID-19 pandemic on planned activities.

The Project is under the responsibility of the ILO Employment Policy Department (EMPLOYMENT) and its Director. Other ILO staff with direct management responsibilities on the Project includes the Chief of the Employment, Labour Markets and Youth Branch (EMPLAB), who directly supervises the work of the Coordinator of the Initiative. The Coordinator is supported by a Secretariat team ("the Secretariat"), comprised by technical staff, who have been recently integrated in the YOUTH Group. EMPLOYMENT, both EMPLAB and the MSU, lends political, partnership development and administrative support to the Secretariat.

3. Evaluation Background

3.1 Purpose and Objectives of the Evaluation

According to the ToR for this assignment provided in Appendix I, the main purpose of this evaluation was twofold: accountability and learning. In terms of accountability, the evaluation is of particular interest to the unique donor financing the project, the Government of Spain through the Ministry of Employment and Social Economy, and also to the EMPLOYMENT Department, in particular EMPLAB. In terms of learning, this evaluation intends to help identify what has worked well, less well and why. Findings, lessons learned and recommendations provided in this report should, in turn, feed into the design of future implementation models and contribute to documenting management and delivery approaches supporting the sustainability of Global Initiative on Decent Jobs for Youth.

The evaluation objectives were the following:

1) Assess the relevance of the Project design, theory of change and the validity of the assumptions in light of the results achieved.

2) Determine the contribution of the Project to improved youth employment policy design and implementation as well as the alignment to Outcome 1 of the ILO's P&B 2016-2017[2] and 2018-2019, and Outcome 3 of the 2020-2021[3] P&B.

3) Assess if the Project's results coincide with the outcomes and indicators agreed by the donor and the ILO.

4) Identify the supporting factors and constraints that have led to achievement or lack of achievement.

5) Assess the management and implementation of the project including approach to delivery and partnerships.

6) Identify lessons learned, especially regarding models of interventions that can be applied further. The evaluation should: (i) produce relevant recommendations for the design and implementation of future DJY work streams as well as its sustainability; and (ii) contribute to documenting management and delivery approaches in light of ILO's effective or potential leading role in UN multi-stakeholder initiatives.

7) Provide other relevant recommendations to future development and implementation of other projects of this type.

3.2 Scope of the Evaluation

It is important to differentiate the Spanish-funded project that is the object of this evaluation from the broader Global Initiative for Decent Jobs for Youth. While the Global Initiative is a UN multi-stakeholder initiative led by the ILO, the development cooperation project, financed by the Government of Spain, was crafted to support ILO's role in devising the underpinnings of the partnership and placing it on a path for sustainable development. While the evaluation indirectly assessed several aspects of the Initiative that

were interlined with the Project, its scope is limited to evaluation the Project that support the launch of the Initiative.

The evaluation's scope focused on the Project strategy, activities and results. Other ILO actions and projects in support of DJY (sometimes through co-funding of activities), as well as the ILO's work on youth employment, were taken into consideration to clarify the Project context and how the ILO leveraged the Project but were not directly assessed by the evaluation.

The temporal and geographic scope focused on all activities financed by the Government of Spain in the context of the Project GLO/16/17/ESP and implemented between November 2017 to March 2020. Ongoing or planned activities were not the subject of this evaluation but may have been included in the scope of this evaluation.

3.3   Evaluation Users

As already mentioned, the main users of the evaluation report include the Government of Spain through the Ministry of Employment and Social Economy, the EMPLOYMENT Department of the ILO, in particular the EMPLAB Branch, ILO staff with direct management responsibilities and the ILO Secretariat team for the initiative. Secondary users include ILO and UN technical staff involved in thematic work and other partners of the initiative among the UN system, NGOs, foundations, governments and private sector, as well as social partners such as the International Organization of Employers (IOE) and the International Trade Union Confederation (ITUC).

3.4   Evaluation Criteria and Questions

The evaluation team followed the evaluation criteria endorsed by the Network on Development Evaluation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC): relevance, coherence, effectiveness, efficiency and impact/sustainability. It also assessed the validity of the design of the intervention.

The evaluation team developed an evaluation matrix (Appendix II "Evaluation Matrix") that presents the key evaluation questions, sub-questions, indicators, and data sources. The evaluation questions presented in the evaluation matrix derive from the questions in the ToR (see Appendix I "Terms of Reference") and were reorganized based on the team's understanding of the questions and insights provided by the Decent Jobs for Youth Secretariat, the donor and the evaluation manager during the inception phase. A summary of the changes made to the questions in the ToR can be found in Appendix III "Changes to the questions in the ToR". Presented along the inception report that was approved by ILO in July, the evaluation matrix is the backbone of this evaluation as it clearly established what questions were covered during the data collection phase. This evaluation complied with the *ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations*[13] and the UNEG *Norms and Standards for Evaluation*[14].

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[13] ILO (2017). ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.

[14] UNEG (2016). Norms and Standards for Evaluation.

4. Evaluation Methodology

4.1   Evaluation Approach

The evaluation used mix of evaluation approaches as described below:

1. **Utilization-focused Approach** The evaluation team consulted with the ILO at all steps of the evaluation process to ensure the usefulness of the approach, tools, findings and recommendations.

2. **Participatory Approach** The evaluation allowed for stakeholders to provide input during key phases of the evaluation process. To achieve this, the team consulted stakeholders throughout the process and presented information in a clear and succinct fashion.

3. **Gender Equality** The evaluation team made targeted efforts to ensure that the selection of stakeholders consulted for the evaluation would solicit a diversity of perspectives. Gender equality was mainstreamed in the evaluation through: (i) applying gender analysis by involving both men and women in consultation and evaluation analysis; (ii) inclusion of data disaggregated by gender in the analysis and justification of project documents; and (iii) forming a gender-balanced evaluation team. Thus, analysis of gender-related concerns was based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects as well as the United Nations Evaluation Group (UNEG) Ethical Guidelines.

4. **Mixed Methods Approach** The purpose of a mixed-methods approach is to triangulate sources of information and perspectives by drawing on different data collection methods in order to ensure a comprehensive, robust and evidence-based understanding of the programme under evaluation. The evaluation team utilized both document review and key informant interviews in order to assess each evaluation criterion through its associated key evaluation questions. As much as possible, key findings were derived from at least two and preferably multiple sources of data.

4.2   Evaluation Methodology

4.2.1   Data Collection Methods and Sources

The following steps make up the overall approach of the evaluation and were sequenced in various phases: (a) inception (June 2020); (b) data collection (June and July 2020); and (c) reporting and learning (August and September 2020). Considering the COVID-19 pandemic, which limited the mobility of the evaluation team, and the nature of the object of the evaluation, the evaluation did not include field visit as a data collection method. Instead, the evaluation team relied on virtual and remote data collection techniques.

Figure 4.1   Phases and Methods
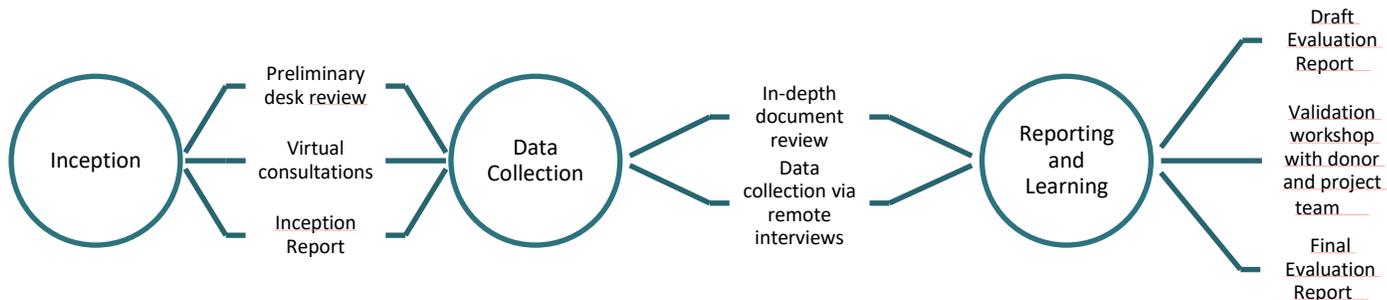
Document Review

Following the approval of the inception report, an in-depth review of the documentation was conducted to systematically collect data from relevant documentation and literature. The evaluation team used the evaluation matrix as a starting point for the document review. All relevant information found in documents was categorized according to the evaluation questions which in turn supported the writing of the evaluation report.

The evaluation team reviewed relevant ILO materials, including programme and project documents, workplans, monitoring products (operational and financial progress reports) and any other relevant documentation.

Relevant materials from secondary sources, such as external reports and any available secondary data, were consulted and analyzed as well. A complete list of documents consulted by the evaluation team is available in Appendix IV "List of documents consulted".

Semi-Structured Interviews

In parallel, the evaluation team conducted remote semi-structure interviews via Skype, Zoom or phone with ILO project staff,[15] ILO technical staff,[16] UN partners, other partners[17] and the Government of Spain.[18] The evaluation team interviewed 43 stakeholders (including 19 women and 24 men). 23 of them are working for the ILO, 8 for other UN agencies and the remaining 12 for other organizations. The evaluation team also conducted a number of preliminary interviews during the inception phase to inform the preparation of the workplan and methodology that guided this process.

The list of stakeholders consulted during the data collection phase is provided in Appendix V "List of stakeholders consulted".

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[15] Includes ILO staff with direct and indirect management responsibilities, and the Secretariat team.

[16] Includes ILO technical staff involved in thematic work, and ILO staff involved in resources mobilization.

[17] Includes partners that have worked closely with the ILO project team, for example on the creation of the knowledge hub, as well as partners with more limited engagement, for example partners that have made commitments through the GY.

[18] Includes staff from the Ministry of Ministry of Employment and Social Economy that have followed the implementation of the project closely, as well as Government staff that have contributed technically to the implementation of the project.

Sampling procedure

The evaluation team privileged the reliance on non-probabilistic convenience sampling strategy to determine the number, type and specific stakeholders to consult during the data collection phase. It took into account the time and approximate number of days allocated to conduct the evaluation suggested in the ToR and determined the number of consultations it could conduct within that timeframe. It also relied on the project team, on the evaluation manager and on the donor to propose the widest and most diverse range of stakeholder that had been directly or indirectly involved in the preparatory activities that led to the launch of the Initiative. The evaluation team agreed to contact all stakeholder suggest by the project during the data collection phase to determine their availability to participate to the evaluation.

4.2.2 Data Analysis

Once data was collected, the evaluation team analyzed and synthesized the data. The primary and secondary data was reviewed and triangulated with the objective of formulating findings, conclusions and recommendations. This draft evaluation report has been shared with the project team for fact checking and feedback. The feedback and comments have been compiled and shared to the evaluation team by the Evaluation Manager. Based on this feedback, the evaluation team shared a second draft evaluation report that was circulated to all key stakeholders for feedback and in preparation for the debriefing with all key stakeholders. Based on the second round of feedback, this final evaluation report has been produced.

4.3   Limitations and Mitigation Strategies

Throughout the evaluation process, the evaluation team did not face any major limitations. While two challenges arose during data collection, they were both mitigated by various strategies.

- While the ToR indicated the evaluation should focus on the impact criteria, the evaluation team rapidly noticed that the PRODOC did not contain any impact-level result statement, that its immediate objective statement was formulated as an output and that and that there were no indicators associated with it. Since the reach of the project was to support the implementation of specific activities and not, for example, to have an immediate impact on youth unemployment, it was decided to address the impact question along with the sustainability criteria.

- As already mentioned in section 3.2 of this report, it was important to differentiate the Spanish-funded project being evaluated from the broader DJY initiative in the scope of the evaluation. Some consulted stakeholders did not know the difference between the Project and the Initiative. To mitigate this limitation, the evaluation team made sure to properly present the evaluation purpose and scope to interviewees, ensuring that the specific questions that were asked related to the Project or corresponded to the level of knowledge/understanding of the stakeholder consulted.

- Another challenge was the context of implementation for the evaluation process: in the middle of COVID-19 crisis, some stakeholders were difficult to reach remotely and the planned timeline for data collection was short. The evaluation team overcame this situation by putting in place a quick mechanism to organize and plan interviews. An additional resource from Universalia was allocated to the team to support this process and make sure evaluators would have the time to conduct all interviews in three weeks. Several reminders were sent to follow-up with all potential interviewees. This strategy was successful as the evaluation was able to include the input of 43 stakeholders out of the 58 contacted (74%).

- Given the process that was followed to select participants was voluntary and based on the degree of involvement of stakeholders in the initiative, little data was collected representing the perspective of stakeholders (or organizations) that were not as involved in the Initiative. As such, the evaluation team only collected a sample of evidence explaining the reason some actors were not as involved in the Project or Initiative as it would have expected. To mitigate this bias, the evaluators asked all stakeholders to share their perspective on the reasons that led different organizations to collaborate or not to collaborate.

- Finally, the Spanish-funded project did not undergo a mid-term evaluation, limiting the availability of information available to the evaluation team.

5. Findings

5.1   Relevance

This section provides an assessment of the relevance of the Project: its response to existing needs in the area of decent work and youth employment at global, regional, national levels, including the specific needs of young women and young persons with disabilities (PWD); and its alignment with the United Nations and ILO's policy and institutional frameworks and with the Government of Spain's priorities.

> **Finding 1:   The Project and the Initiative aspire to respond to the needs of the youth, including young women and young persons with disabilities, in terms of job creation, employability, and helping youth to overcome specific disadvantages at global, regional and country levels. While the Initiative is already relevant in light of global trends on youth employment, the relevance of the Initiative is likely to increase in light of economic and social effects of the current COVID-19 pandemic.**

As mentioned in section 2.1, young people face several challenges when entering the labour market. The idea of a multi-stakeholder alliance to tackle youth employment issues emerged in 2011-2012, in the aftermath of the 2007-2008 financial crisis. Considering the important impact the financial crisis had on youth employment, the ILO's tripartite constituents adopted a resolution for "immediate, targeted and renewed action to tackle the youth employment crisis" during the 101st Session of the International Labour Conference (ILC) in June 2012.[19] Interviewees confirmed that following this resolution, youth employment issues were even more prioritized in ILO's agenda. The constituents recognized that actions were needed at both the national and global levels to tackle youth employment challenges, and that a multi-stakeholder coalition would be the preferred means to support this call for action. The DJY initiative arose in this context, and the project to support the of preparatory activities to launch the Initiative directly derived from it.

1. Alliance

The relevance and importance of establishing a multi-stakeholder alliance to tackle youth employment issues were acknowledged by all consulted stakeholders. Many stakeholders confirmed that youth employment had become an increasingly popular topic among development actors in recent years, even indicating "it was a crowded space". The DJY strategy for example identified 13 multi-stakeholder initiatives and strategies that are directly or indirectly related to youth employment and whose mandate and / or partners could be overlapping.[20] Within the ILO itself, there were up to 212 projects implemented by the ILO on Policy Outcome 1 related to "more and better jobs for inclusive growth and improved employment prospects" between 2014 and 2015 (corresponding to the two years that elapsed between the call for action from the HLCP and the involvement of the Government of Spain). These 212 projects totalized $ 121,665,031 USD in expenses.[21] This contextual information highlight the relevance of one of the objective

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[19] ILO (2012). The youth employment crisis: A call for action.

[20] ILO (2015). The Global Initiative on Decent Jobs for Youth. The strategy document, Annex.

[21] ILO (2020). ILO's development cooperation dashboard. Consulted on 06/08/2020.

of the Spanish-funded project to support the establishment of a strategic multi-stakeholder alliance around youth employment.

Figure 5.1   Budget, expenses, and total number of projects related to Policy Outcome 1 (2014-2015)
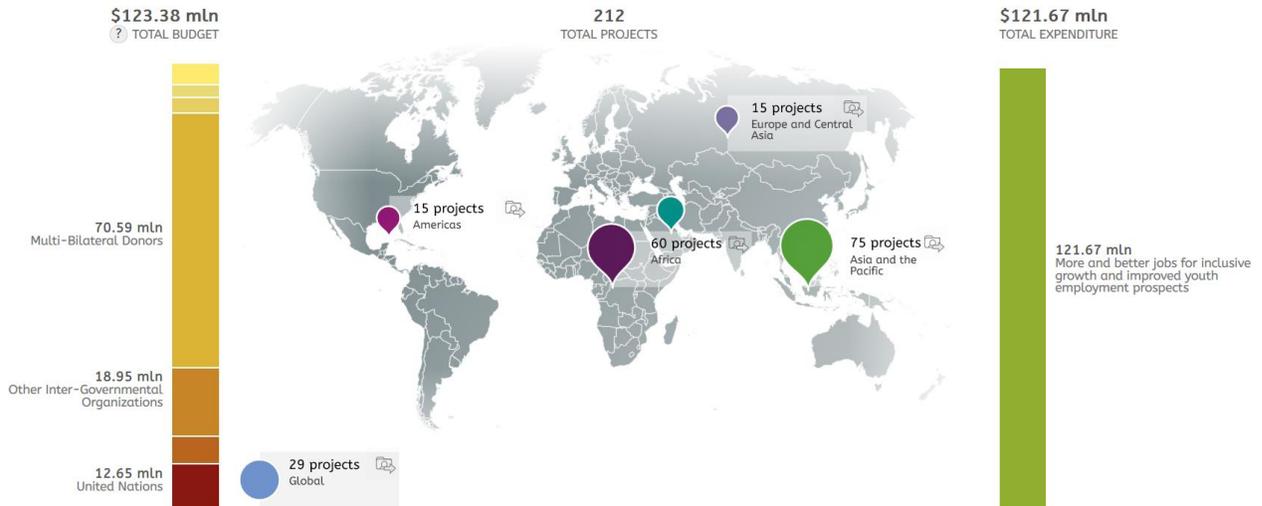
It is still difficult to track and map out financial commitments specifically related to SDGs (and to SDG 8) or targeting youth on a wider scale (UN-wide level or through the OECD Official Development Assistance). However, these numbers presented above provide clear quantitative evidence on the extent to which there is still room to strengthen inter- and intra-agency coordination around this topic. It also gives hope that a more targeted and coordinated use of these funds could contribute to achieving the desired impact-level results more rapidly.

2. Action

The relevance of output 2 ("Concrete actions are initiated at the country level based on the identified thematic priorities of the Global Initiative") is confirmed by the urgent needs in terms of youth employment that were presented above. In addition, the current COVID-19 pandemic and the economic crises it is generating is already affecting the most vulnerable populations. Youth unemployment is already on the rise and its consequences will most likely be more dramatic than any other economic crisis since World War II.[23]

More specifically, the Initiative's eight thematic priorities (see section 2.1), and by extension the Project's priorities, stem from global trends on youth employment such as the impact of environmental factors and climate crisis; demographic shifts and migration trends; informality on the labour market; the digital revolution, etc.[24] The thematic plans that were developed around these priorities are fully aligned to the needs of the youth and it is very likely their relevance will further increase given the current context of the COVID-19 pandemic (see Appendix VI "Alignment of thematic priorities and needs in youth employment"). UN Women reviewed all thematic plans to ensure gender was rightly

Box 5.1: The relevance of the Initiative in Nigeria

The Nigerian context, for example, combines several challenges mentioned in the thematic plans such as: rural-urban migrations, high levels of informality (approximately 65% of economic activities, IMF 2020) and the "lack of vibrant industries to absorb competent graduates". At the time of the DJY's creation, the Nigerian Government had put in place several programs to tackle these issues, including the Subsidy Reinvestment and Empowerment Programme (SURE-P, 2012), the Youth Enterprise With Innovation in Nigeria (YOU-WIN, 2011) and the Osun State Youth Employment Scheme (O'YES, 2010), among others. Most of these programmes were, however, not as successful as expected and faced financial, administrative and implementation challenges.[22] The DJY initiative's support was clearly relevant in this context. In 2018, the Nigerian Federal Ministry of Youth Development (FMYSD) developed its Nigerian Youth Employment Action Plan (NIYEAP) for 2019-2023, funded by the FMYSD, the ILO and the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP). The NIYEAP is consequently aligned to SDGs and to thematic areas of the DJY initiative. According to interviewees, the project responded to a call for technical assistance from the Government of Nigeria and was followed, in January 2020, by the launch of the project GLO/19/04/UNS, "Strengthening the capacity of governments and youth employment stakeholders in Africa in the implementation, monitoring and evaluation of policies and programmes promoting decent jobs for youth", funded by the 2030 Agenda for Sustainable Development Sub-fund of the United Nations Peace and Development Trust Fund and jointly implemented by UN DESA and the ILO.

integrated, and the ILO made sure the thematic plans included references to social dialogue.[25]

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[22] Tunji Akande (2014). Youth Unemployment in Nigeria: A Situation Analysis. Brookings Africa Focus.

[23] ILO (2020). Global challenges, Global solutions: Tackling the COVID-19 pandemic and the youth employment crisis; ILO Policy Brief on Youth & COVID-19 published in May 2020:
https://www.ilo.org/emppolicy/pubs/WCMS_746031/lang--en/index.htm

[24] ILO (2017). Global Employment Trends for Youth 2017.

[25] DJY. Thematic Plans for each thematic priority.

According to the PRODOC, five "prototype" countries had to be identified during the project and three national initiatives had to be launched (see the effectiveness section for more information on results achievement). Since 2016, the African region had been identified as priority region for concrete actions by the Initiative.[26] West Africa, and more precisely the Sahel sub-region, was the main focus. This geographical focus led to three country-level initiatives in Burkina Faso, Nigeria and Senegal. Finally, at the end of 2019, Rwanda, Senegal, Ivory Coast, Kenya and Nigeria were identified to implement a joint programme with the ITU on promoting decent jobs for young people in the digital economy in Africa.[27]

While this prioritization process was largely evidence-based, a large part of the selection process was influenced by other factors. This included the interest of specific donors to work on youth employment in a given country and the presence of the ILO in the country or region in addition to the individual motivation, resourcefulness and networks of the projects officers at country level. In a later stage of the process, these same factors applied to partner focal points in charge of thematic plans (e.g. ITU, UNDP, FAO, ITC, etc.).

3. Knowledge

Interviewed stakeholders confirmed that the Knowledge Facility of the Initiative could be one of its key strengths as the ILO is the lead agency in the UN system, and even beyond the UN system, on labour and employment issues. As such, having a Knowledge Facility hosted and managed by the ILO on behalf of the Initiative seemed, for most stakeholders consulted, a logical decision based on the comparative advantage of the organization. While other knowledge platforms already exist, the objective to merge them with the DJY Knowledge Facility was also perceived as a compelling decision. The underlying logic of hosting a Knowledge Facility is providing global, regional, and country-level stakeholders with the opportunity to access and share curated knowledge, data, evidence, and good practices on youth employment policies and programmes as well as generating synergies. .

4. Resources

The final output on resource mobilization and sustainability is without a doubt the most self explanatory, since both the functioning of the Secretariat of the Initiative and the implementation of country-level actions require funds. This objective is relevant considering the fact, highlighted by many consulted stakeholders, that there was increasing competition between actors to mobilize resources for youth employment actions.

Young women and young persons with disabilities

Two guiding principles of the DJY initiative are focused on inclusiveness: one on the "Promotion of gender equality" and the other one on the "Recognition of the heterogeneity of youth and the need to promote targeted approaches".[28] While project's documents are not explicit on this point and only refer to the Initiative strategy, interviewees mentioned that the project paid special attention to young women and young PWD. This was illustrated by the partnership between the DJY and the Dutch-African platform

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[26] Ibid., p.13.

[27] ITU (2020). Boosting Decent Jobs for Youth in Africa's Digital Economy. A multi-stakeholder project under the aegis of decent jobs for youth.

[28] ILO (2015). The Global Initiative on Decent Jobs for Youth. The strategy document, p.7-8.

INCLUDE, which "promotes evidence-based policymaking on inclusive development in Africa through research, knowledge sharing and policy dialogue".[29] The joint initiative with INCLUDE, IDRC and ILO has for main objective to boost decent employment for youth in Africa[30]. On another note, the involvement in DJY partnership of key stakeholders in gender equality and advocacy for women's rights, such as UNFPA, UN Women or Plan International, demonstrates a clear willingness to bring a gender lens to the initiative. Finally, the Global Initiative works closely with partners and ILO Gender, Equality, and Diversity Branch to bring in the PWD aspect in its knowledge sharing and advocacy. For example, in 2019, the Global Initiative shared its experience at the session on targeted initiatives to provide digital skills to persons with disabilities with at the Global Business and Disability network anner conference; and =, also in 2019, the Global Initiative organized a panel discussion on supporting PWD at its annual conference, and invited partners and stakeholders to share best practices on the topic. However, while the Project follows the guiding principle of the Initiative on gender equality, the evaluation team did not find evidence in the Project documentation to triangulate more general views that were mentioned during interviews.

Finding 2:	The Project and the Initiative derive from a UN system-wide level effort to achieve SDG 8 and are also aligned to the ILOs' latest Programme & Budget documents, as well as to International Labour Standards, thus confirming the relevance of the ILO's role as the host of the Initiative's Secretariat.

The Initiative was developed in the context mentioned in section 2.1, and its subsequent preparatory project (GLO/16/17/ESP) was directly aligned to these needs and priorities. As mentioned in the latest Project's Progress Report for 2019, "each commitment to the Global Initiative is transferred directly to the partnership platform for the promotion of the SDGs".[32]

The Initiative derives from a desire to reach SDG 8 aiming to promote inclusive and sustainable economic growth, employment and decent work for all". The Initiative aims to contribute to the achievement of SDG indicators 8.3, 8.5, 8.6 and 8.b. The Initiative is also aligned to SDGs 4, 2, 5, 9 and 17, including indicator 4.4.[33]

Box 5.2: **Alignment between the Project and the 2030 Agenda**

"Beyond the great internal and programmatic relevance for the ILO, the Global Initiative is directly linked to the 2030 Agenda, which qualifies it as an effort not only of short and medium term but also of long term for the promotion of youth employment at global level."[31]

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[29] INCLUDE website, consulted on August 04th, 2020.

[30] IDRC, INLUDE, ILO (2019). Boosting Decent Employment for Africa's Youth. A platform for a multi-funder research initiative. Concept Note.

[31] ILO (2017). Project Document.

[32] ILO (2020). Progress Report 2019, p. 5 "*cada compromiso hacia la Iniciativa Global se transfiere directamente a la plataforma de asociaciones para la promoción de los ODS*".

[33] ILO (2017). Project Document; UN (2020). Department of Economic and Social Affairs, Sustainable Development, SDG 8 and SDG 4.

The ILO "has a long-standing commitment to promote decent work for youth" and Youth Employment is the organization's 24th Thematic Area as part of its Decent work for sustainable development (DW4SD) Resource Platform.[34] Both the Initiative and the Project are strongly anchored in the ILO's two latest strategic plans (2010-2015 and 2018-2021).[35] The 2010-2015 strategy mentions for example that a "particular emphasis will be placed on addressing young men and women's unemployment and vulnerability".[36] Outcomes 2 and 3 on skills development and sustainable enterprises particularly highlight the need to involve and focus on young people. In the latest ILO Strategic Plan, youth unemployment is mentioned as an important priority in the global context and, while it is not explicitly mentioned as part of the strategy, it is covered by the emphasis on the implementation of the 2030 Agenda, especially SDG 8.[37]

The Project is also aligned to the three latest ILO Programme and Budget (P&B) documents, more specifically under Outcome 1, and to lesser extent Outcome 4, for P&B 2016-2017, Outcome 1 for P&B 2018-2019, and Outcomes 3 and 5 for P&B 2020-2021.[38] In these three P&B, clear links and references have been established with SDGs (see for example Figure 5.2 below provided in P&B 2018-2019, in which SDG 8 is related to all 10 outcomes). In the latest P&B for 2020-2021, Outcome 3 on "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all" includes indicator 3.1.2. on "Number of member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy", linked to youth employment and based on SDG indicator 8.b.1 as well as indicator 3.1.5 on "Increased capacity of member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers". Outcome 5 on "Skills and lifelong learning to facilitate access to and transitions in the labour market" includes an indicator on the "Proportion of youth (aged 15–24 years) not in education, employment or training", based on SDG indicator 8.6.1. Details on links between SDGs 8 and 4, and P&B outcomes are provided in Appendix VII "Alignment of SDGs 8 and 4 with the ILO P&B Outcomes and Indicators".

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[34] ILO (2020). 24. Youth Employment.

[35] ILO (2009). Strategic Policy Framework 2010-2015. Making Decent Work Happen; and ILO (2016). The ILO's Strategic plan for 2018-2021.

[36] ILO (2009). Strategic Policy Framework 2010-2015. Making Decent Work Happen, p.8, 10 and 11.

[37] ILO (2016). The ILO's Strategic plan for 2018-2021, p.2 and 8.

[38] ILO (2020). GLO/16/17/ESP. Final Independent Project Evaluation. Terms of Reference, p.3.

Figure 5.2   P&B 2018-2019 Outcomes contribution to SDGs

The project is also aligned to enabling Outcome A of the latest P&B for 2020-2021 emphasizing on the importance of relying on "authoritative knowledge and high-impact partnership for promoting decent work".[39]

Finally, while the Project takes into account all Fundamental Conventions and Governance Conventions, it is more specifically related to the Convention No.138 on Minimum Age (1973) and Convention No.182 on Worst Forms of Child Labour (1999).[40] According to the ILO, several other conventions are relevant to youth employment, including one related to Vocational guidance and training, "Human Resources Development Convention, 1975" (no.142).[41]

Finding 3:	**Addressing decent jobs for youth is a key priority for the Government of Spain who saw the opportunity, by supporting the Decent Jobs for Youth Initiative, to establish a mutually beneficial partnership with the ILO and the broader UN System.**

Youth employment and decent work are key priorities for the Government of Spain in both its national and international policies. As mentioned in the fifth Plan for Spanish Cooperation 2018-2021, two goals are directly related to the right to decent work including for youth:

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[39] ILO (2020). Programme and budget for the biennium 2020-21.

[40] ILO (2020). Conventions and Recommendations.

[41] ILO (2020). International Labour Standards relevant to youth employment.

Goal 4.4. ("*Aumentar la población con las competencias técnicas y profesionales para acceder al empleo*") and especially its line of action 4.4.A., which includes the promotion of "social and labour market inclusion of young people and other vulnerable groups, including people with disabilities, and will also seek to eliminate gender disparities."; and[42]

Goal 8.5. ("*Lograr empleo digno y de calidad*") and its line of action 8.5.A., which consists of improving "the working conditions of workers, referring to the need for governments to work towards decent working conditions in the workplace, as well as fair and equitable remuneration with particular emphasis on women, young people and people with disabilities".[43]

The fifth Plan also relates to "public policy instruments and measures of Ministries of Labour and similar entities to adapt to the decent work conventions adopted at the international level (ILO)". The "*Plan Director por un Trabajo Digno 2018-2019-2020*" of the Ministry of Labour, Migration and Social Security of Spain also demonstrates Spain's interest in young people employment. More broadly, the recent economic and employment crisis that affected Spain in the late 2000s led the country to pay increased attention on the ins and outs of youth employment.[44]

When the time came for the Initiative to mobilize donors to launch the DJY and to support the work of its Secretariat, the Government of Spain was among the few actors to express interest in this opportunity. Thus, the support of the Spanish Government is not only relevant because of the importance of the issue to tackle, but also because it coincided with the UN system-wide efforts to launch the Initiative and it was the only donor willing to finance the preparatory activities of the Initiative at that specific moment in time.[45] The Government of Spain was praised by consulted stakeholders for the timeliness of its support and for its willingness to invest in an Initiative whose concrete results in terms of impact on target population would not be visible in the short-run. In other terms, while very few donors were interested in financing the Secretariat of an emerging initiative whose immediate results might be limited to process-level rather than

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[42] *Agencia Española de Cooperación Internacional para el Desarrollo* (AECID) (2018) *V Plan Director de la Cooperación Española 2018-2021*, p.29. "*L.A. 4.4.A. Capacitar a los más vulnerables en su formación técnica y profesional para favorecer su empleabilidad. La CE trabajará para fomentar la inclusión social y laboral de jóvenes y otros colectivos en situación de vulnerabilidad, incluyendo las personas con discapacidad y buscando igualmente eliminar las disparidades de género. […]*"

[43] Ibid., p.32. "*L.A. 8.5.A. Apoyar un marco regulatorio y de políticas que garantice unas condiciones laborales formalizadas y estables. Para ello, se trabajará para mejorar las condiciones laborales de los trabajadores, haciendo referencia a la necesidad de que los gobiernos trabajen para cumplir unas condiciones de trabajo dignas en los centros de trabajo, así como una remuneración justa y equitativa con especial incidencia en mujeres, jóvenes y personas con discapacidad. Asimismo, se persistirá en la erradicación del trabajo infantil. Este componente se relaciona con instrumentos y medidas de política pública de Ministerios de Trabajo y entidades similares para adaptarse a los convenios de trabajo digno aprobados a nivel internacional (OIT)*"

[44] Jimeno F. Juan. Research Division, Banco de España (2011). The Employment Crisis in Spain. Retrieved online: https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/documents/meetingdocument/wcms_162947.pdf

[45] According to interviewees, there was an attempt to create multi-donor trust fund that could have comprised resources from the Project but there was, at that time, insufficient buy-in from donors.

impact-level results, Spain saw the value added of ensuring the establishment of a global alliance that would tackle youth employment issues.

Spain saw several benefits in the establishment of a partnership with the ILO to launch the Initiative. On the one hand, it saw an opportunity to increase the visibility of its actions on youth employment issues as well as an opportunity to learn from what was being done elsewhere. On the other hand, the Spanish Government saw the value-added of supporting a global initiative led and chaired by the ILO. During interviews, the donor notably stated that the ILO's longstanding experience and technical expertise on labour and youth employment issues made it the reference organization in the field. Its tripartite structure also served as evidence of its influence among governments, private sector actors and workers organizations, an influence that is deemed necessary to convene a broad range of partners around the issue.[46] The fact that the ILO was given the lead of the Initiative by the HLCP also increased its legitimacy in the eyes of a broad range of stakeholders and eventual partners.

5.2   Validity of design

This section provides an analysis on the validity of the Project design, on the appropriateness of its logical framework and indicators, according to the ILO and the donor's expectations. It also discusses the inclusion of cross-cutting considerations such as gender equality or PWD as well as its alignment to SDGs in the project design.

> **Finding 4:** **The Project design guaranteed that the financial contributions of the Spanish Government would serve to operationalize the Decent Jobs for Youth Strategy and that all activities would directly contribute to the broader output and outcome level objectives specified in the PRODOC.**

According to the PRODOC, the immediate objective of the Project is to support the ILO in the launch and deployment of the Global Initiative on Decent Jobs for Youth. The expected outcomes are to 1) launch the Initiative with great visibility and high-level political engagement, and 2) to leverage resources from other donors to support the implementation of the Initiative. The formulation of these objectives took into consideration the Project's rationale; as such, the outcomes are phrased as process-oriented outcomes.

To achieve these objectives, the Project was designed around four outputs that mirror the four strategic pillars of the DJY: Alliance, Action, Knowledge and Resources. The correspondence of the Project's outputs to the strategic pillars of the DJY strategy, presented in the table below, ensures there is a strong logical link between the Project's contributions and the operationalization of the Initiative.

Table 5.1   Alignment between Project's outputs and the strategic pillars of the Initiative

PROJECT'S OUTPUT-LEVEL RESULTS		STRATEGIC PILLARS OF THE INITIATIVE
1. The strategic **multi-stakeholder alliance** is established.	→	1. Building a **strategic alliance.**
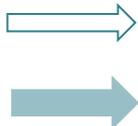
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[46] ILO (2017). Project Document, p.10.

2. **Concrete actions are initiated** at the national level based on the identification of the thematic priorities of the Global Initiative.	→	2. Scaling up **action and impact.**
3. The Decent Jobs for Youth **Knowledge Facility is launched** as well as the respective coordination processes with different agencies and actors.	→	3. Sharing and applying **knowledge.**
4. The **resource mobilization and sustainability** strategies are developed.	→	4. Mobilizing **resources.**

The broader results chain that underpins the Project is generally logical and coherent, since all four project outputs contribute to the mobilization of the high-level political engagement that is necessary to launch the Initiative with great visibility (outcome 1). The activities that would lead to the establishment of a multi-stakeholder alliance require, for example, the mobilization of high-level political support from partners organizations. Working around concrete actions can also raise interest among stakeholders at country and regional level thus increasing the visibility of the Initiative. The creation of a knowledge facility can, in addition, demonstrate the value added of an initiative that could become the "one stop shop" for technical advice, support, and repository of good practices for partners working on youth employment questions. These three outputs, in addition to the fourth output on resource mobilization and sustainability, if appropriately achieved, are also appropriate vehicles to leverage resources from donors to scale-up and operationalize the Initiative. In other terms, the underlying and implicit theory of change behind the Project is generally valid.

The evaluators note, however, that the logic model of the Project is not fully aligned to the harmonized results-based management concepts established by the UNEG.[47] More specifically, the expected outcomes of the Project are formulated as outputs rather that outcomes; they do not reflect changes in behaviours or attitudes that would go beyond what the output-level results already imply. The immediate objective of the Project is, in addition, formulated as an activity.[48] The types of changes that should be reflected in a logical model according to the UNEG are presented in Appendix VIII "Changes reflected in results at different levels". In addition, there are no baselines, targets or indicators at outcome-level and there is no impact-level result statement.

The indicators provided for output-level results are deemed adequate as they are specific, measurable, attainable, realistic and timebound. Targets were embedded in the indicators' formulation, and sources of verification were quite broad. There were, however, no explicit risk and mitigation strategies identified in the PRODOC and only a one short assumption per output in the logic model. There were also no mentions of SDGs and gender equality of other vulnerable groups in the logic model at either the outcome, output or indicator levels. The evaluators nevertheless highlight that that the promotion of gender equality was one of the 15 guiding principles of the Initiative.

It is worth mentioning the reports produced annually to monitor the Project were of good quality despite the fact they place significant emphasis on activities rather than on output or outcome achievement. One

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[47] UNEG (2011). Results-based management handbook - Harmonizing RBM concepts and approaches for improved development results at country level.

[48] The formulation of the immediate objective of the project as an activity was agreed with the donor, considering the characteristics of the project and nascent status of the Initiative.

downside of the monitoring mechanism is that the progress report did not report on the indicators determined in the PRODOC for output 1.

5.3   Coherence

This section provides an assessment of the coherence of the Project: the compatibility of the Project with other interventions on youth employment. More precisely, the following section assesses the extent to which the Project and the Initiative complement other ILO and UN youth employment initiatives through the Global Initiative, and describes the coordination mechanism and interlinkages that exist between the DJY and other initiatives.

Finding 5: **The Project supported the Initiative in establishing effective coordination and cooperation mechanisms with the aim of increasing coherence among different types of actors and initiatives working around youth employment issues.**

The DJY strategy document states that one of the objectives of the Initiative is to "create synergies and promote coherence among youth employment actors and initiatives. […] the alliance will function as an umbrella for existing youth employment activities and partnerships with a view to fostering coherence and bringing them to a higher level of action

Box 5.3: **Quote from a consulted staff from a UN agency.**

"For us, youth employment is not a priority area. However, the focus given on different themes within youth employment gave us a platform to find the areas where we would like to contribute and join the efforts."

and impact". The Spanish-funded Project has supported the Initiative in putting in place a number of mechanisms for increased coherence among actors around the issue of youth employment. The most relevant are i) the Initiative's annual events, and ii) the establishment of a focal points system around its thematic areas.

First, the Project allowed the Initiative to organize annual conferences in order to bring together a wide range of stakeholders working or having stakes on youth employment. With regard to the annual conferences, the secretariat of the Initiative, hosted by the YOUTH Group at the ILO, made sure to invite relevant focal points from other initiatives on youth employment at the Initiative's annual conferences. A large majority of consulted stakeholders reported that their participation to the annual conferences allowed them to exchange knowledge on what works for youth employment, as well as connecting with other partners with whom they would not have otherwise, and create new alliances to jointly tackle youth employment issues (more on that in section 5.4). Consulted stakeholders mentioned that these annual conferences played a key role in creating relationships with stakeholders from different fields related to youth employment. Consulted stakeholders noted similar new relationships emerging as a result of having DJY staff participating in events and conferences organized by partners. They noted that DJY staff were very receptive to invitations to participate in events, suggesting other potential partners that could be interested in participating and contributing content to such events. The Initiative website has also been noted as an excellent reference for knowing and understanding the work of other stakeholders, notably conferences and events related to youth employment. A few consulted stakeholders mentioned they were able to capitalize on that knowledge to create new relationship and ensure the coherence between their work and the work of others.

Second, with support from the Spanish Project, the Initiative established another coordination mechanism for increased coherence: the thematic plans led by specific focal points from different UN entities (see figure 5.3). By breaking down the most important issues related to youth employment areas around thematic plans, and by having promoted the participation of other UN agencies in defining the thematic priorities, the Initiative established a functioning mechanism for bringing partners to work collaboratively on youth employment issues. Some consulted staff of UN agencies have mentioned that, while they did not at first glance see a direct link between youth employment and the mandate of their organization, they did find stronger connections between the thematic area in which they were part of the task force and their agency's mandate (see Box 5.3). Many consulted agencies reported that through their participation in the thematic task force, they were able to identify how they could contribute to the initiative. They reported that they were able to draw attention to a few issues that are relevant to youth employment that would not necessarily been prioritized if they had not participated in the task force. They also reported that since they were participating in a DJY thematic task force, they were better able to relate to the areas of work of their organization with employment issues.[49]

Figure 5.3   Thematic plans and Focal Points
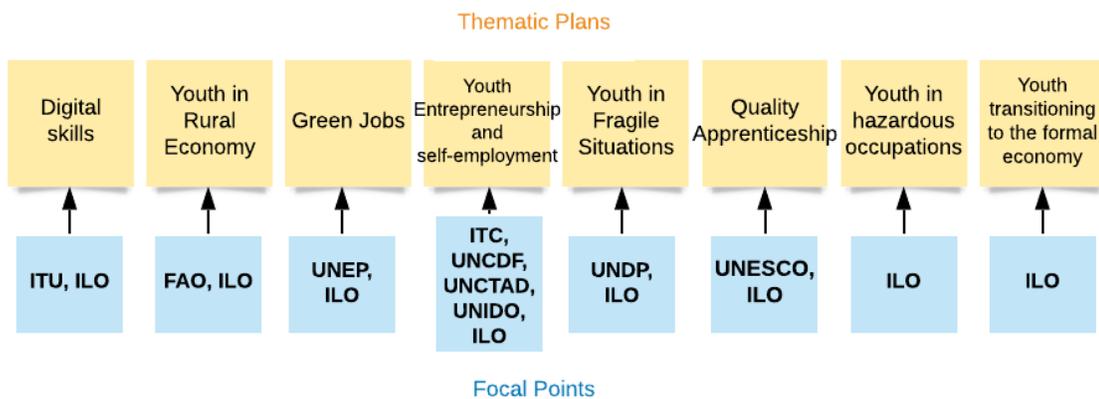
The members of the UN task team who took ownership of these thematic plans and participated in their operationalization also contributed, to a certain extent, to the creation of synergies and the avoidance of duplication in their work related to youth employment. This allowed focal points to ensure the work of their organization or departments related to youth employment that was already under way was considered in these thematic plans. This is reflected, for example, in the fact that the thematic plans often cite knowledge products drafted by different agencies, building on the accumulated knowledge on different issues.

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[49] For example, the UNFPA briefly reports on its engagement with the DJY in its Integrated midterm review and progress report on the implementation of the UNFPA strategic plan, 2018-2021.

Consulted stakeholders notably reported that the regular meetings held between the partners working around the thematic plans were also a good mechanism for ensuring coherence between the DJY and other initiatives. The regularity of these meetings varies based on opportunities for collaboration and between thematic tasks forces. These meetings seem to be one of the key mechanisms to hold each other accountable on the progress realized around these thematic plans.

Synergies and reduced duplications were not limited to UN entities or to members of the kick-off team. A good example illustrating the different mechanisms described above that led to increased coherence, is the participation of the Youth Employment Funders Group (YEFG) as a partner of the DJY. While the YEFG had been identified in the initial mapping conducted by the task team mandated by the HLCP, the mandate of the YEFG is very closely aligned with that of the DJY.[50] However, the YEFG and DJY worked jointly, through communication channels that were reported as being open and transparent, to ensure that they would not duplicate their efforts and compete for resources. As a result, each alliance was able to capitalize on each other's work and value added. For example, the YEFG decided to hold its annual meeting with its members the day after the DJY annual conferences of 2018 and 2019, allowing their members to build on the knowledge exchanged and connections made during the event and allowing for increased coherence between the DJY and YEFG respective work. Also, the DJY participated and contributed with content to the Global Youth Economic Opportunities Summit, responding to the invitation of the YEFG. Finally, the YEFG has published two of its knowledge products in the Knowledge Facility hosted at the DJY. In sum, both alliances benefited from each other's work on youth employment, and many members of the YEFG are partners of the DJY and vice versa.

While the project enabled the above-mentioned mechanisms to increase coherence and collaboration between partners around youth employment issues, the evidence currently at hand shows that that other major actors also launched their own initiatives on youth employment. A notable example cited by consulted stakeholders from both the ILO and other UN agencies is the Generation Unlimited (GenU) launched by UNICEF in 2018. Since GenU includes a strong focus on youth employment as part of its objectives, various consulted stakeholders perceived that GenU was duplicating work already carried out by the DJY Initiative.

5.4 Effectiveness

This section provides the evaluations' findings and analysis on the Project's effectiveness. It analyses the extent to which the development intervention's objectives were achieved, or are expected to be achieved.[51]

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[50] The YEFG is an alliance of donor agencies and foundations whose objectives are to improve knowledge on youth employment, and to secure funding coordination and collaboration among its members. The ILO is member of the YEFG. The YEFG is an initiative working on youth employment that was identified in the task team's mapping of existing initiatives carried out during the design stage of the DJY. These objectives are very closely aligned with two of the four objectives of the DJY.

[51] OECD (2000). Glossary of Evaluation and Results Based Management (RBM) Terms, p.22.

The logical framework in the PRODOC includes four output level objectives[52], associated with 11 indicators, and two outcome level results,[53] associated with three indicators. The following paragraphs detail the extent to which these output and outcome level results were achieved and explain the facilitating and limiting factors that affected the achievement of results. A detailed comparison between planned output level results and actual results is presented in the table in Appendix IX "Project Results Progress and Status as of 2020".

> **Finding 6:**   **The Project was highly successful in putting in place the foundations of a multi-stakeholder alliance in which many partners have committed to work jointly in addressing youth employment issues.[54]**

With the objective of establishing the alliance with multiple stakeholders, the ILO adopted what is perceived by many consulted stakeholders as a very consultative and open approach in the elaboration of the DJY strategy (Output indicator 1.1). Early on, the ILO engaged with relevant actors working on youth employment issues, laying the basis for the multi-stakeholder alliance. To concretise partners' engagement in the alliance, a virtual collaboration platform was launched in November 2017 in which partners can contribute to youth employment through specific commitments, and the dissemination of knowledge.

As of December 2019, partner organizations in the multi-stakeholder alliance include 24 UN entities, 17 organizations from civil societies, 9 governments, 9 organizations from the private sector, 6 regional organizations, 4 organizations from the academia and 4 foundations.[55] Via the Initiative's platform (the website), 51 organizations have made a total of 59 commitments.[56] Through these commitments, the Initiative's partners have taken pledges to take action to address barriers that prevent young people from accessing decent work. Partners are encouraged to make commitments with other partners of the DJY, relating their commitments to one of the pillars of the DJY and to specify the reach of their commitment by countries and by number of young people, disaggregated by gender. Partners also identify specific deliverables they will achieve as part of their commitment, with clear deadlines, as well as the resources (financial, human, and in-kind) they are committing. When making a commitment, partners also agree to provide the DJY with regular updates on progress and impact of their commitments on a regular basis.

The partners' commitments constitute a major achievement of the Initiative since partners have endorsed the guiding principles of the initiative through these commitments. They also indicate that the DJY has mobilized many stakeholders to take concrete actions to tackle barriers to youth employment. With the objective of making sure that commitments are acted upon, the DJY Secretariat has piloted a tool for monitoring the commitments made by partners on the platform. The commitments, along with the pilot

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[52] 1) Alliance: The strategic multi-stakeholder alliance is established at the end of the first year; 2) Action: concrete actions at the country-level are initiated, based on the thematic priorities identified in the DJY strategy.; 3) Knowledge: the ILO will implement knowledge management mechanisms on decent jobs for youth, as well as coordination processes with different actors.; and 4) Resources: the resource mobilization and sustainability strategies are developed.

[53] 1) The Initiative is inaugurated with great visibility and with the participation at highest level, including the champions of the Initiative; and 2) the Project achieves to mobilize resources from other donors to support the preparatory work and the implementation of the DJY.

[54] This finding related to the evaluation's assessment of the project's achievement of the first output-level result: The strategic multi-stakeholder alliance is established at the end of the first year.

[55] ILO (2020). Progress Report 2019.

[56] List of commitments shared on an Excel sheet.

tool for monitoring the commitments, constitute a good horizontal accountability mechanism that can help ensure concrete actions are taken by partners. Finally, the DJY team provides technical support to partners in shaping each commitment in order to make sure that commitments are feasible, measurable, concrete, achievable, and in line with DJY priorities and guiding principles. However, while some partners have made new commitments through the DJY platform, a few consulted stakeholders noted that some of the commitments made through the engagement platform would have existed without the Initiative. They noted that some commitments were initiatives and activities that were already being planned or implemented, they were not additional commitments made because the Initiative was launched.

With the aim of consolidating the alliance, the DJY team organized two annual conferences that were deemed successful. The first annual conference was held in May 2018 in Geneva, titled "Innovations for Decent Jobs for youth", where more than 200 persons participated, and the second annual conference held in May 2019 in Rome, titled "the rights and voice of youth", where 172 persons participated. Participants to both annual conferences include International Finance Institutions, UN agencies, INGOs, bilateral organizations, governments, the private sector, alliances and partnerships, foundations, and workers' and employer's organizations. A third annual conference, with the themes of gender equality, was planned for the Spring 2020 in Malaysia. However, this third annual conference has been postponed to 2021 as a result of the COVID-19 pandemic.[57] In addition, the DJY staff participated in numerous events organized by partners, sometimes organized jointly with the DJY, providing platforms to the Initiative to increase its outreach and visibility.[58]

Many consulted partners from different types of organizations reported that they had benefited in at least three ways from the alliance, and, in particular, from the events organized by and with the participation of the Initiative. First, they mentioned that through these events they were able to create new connections with actors relevant to youth employment, tapping into the network expertise, potentially leading to new joint opportunities. For example, with partners under the Initiative, the ILO conducted a survey to assess the impact of the COVID-19 pandemic on youth employment, reaching up to 12,000 young people around the world. Consulted stakeholders noted that the deployment and reach of the survey was made possible through alliances and the working relationships that have been made through the Initiative. Second, consulted partners also mentioned that through their participations in events they were able to increase their outreach in terms of communicating their work and knowledge on youth employment. Similarly, some mentioned that they saw the Initiative's platform as their main means to keep informed on upcoming events and activities related to youth employment. Third and finally, consulted partners mentioned that they better understood the work of other relevant actors on youth employment. For example, some consulted stakeholders mentioned they better understood the priorities and possible contributions of donors.

Many consulted partners perceived the selection of partners to join the alliance was adequate for the purpose of ensuring that the participation of actors that are relevant on the issues of youth employment. However, a few consulted ILO staff mentioned that they perceived the multi-stakeholder alliance as incomplete, since only a few governments were partners of the alliance, and no workers' organizations (WO) nor employers' organizations (EO) were partners, although a few did participate in the annual

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[57] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

[58] For example: many events during the Global Entrepreneurship Week in both 2018 and 2019, the second High-level United Nations Conference on South-South Cooperation in March 2019, the Economic and Social Council (ECOSOC) Youth Forum in April 2019, the One Young World conference in October 2019, among many others

conference (more on that in section 5.1 on relevance). Consulted stakeholders from the Initiative's secretariat noted that the way for WOs and EOs to become partners of the Initiative would be by making commitments through the Initiative's online platform.

The DJY team puts significant time and efforts to maintain regular contacts with the DJY's partners, often calling partners once or twice a month. While this investment in time has contributed to facilitating partners' involvement in the Initiative, this process is quite time consuming. While it is still manageable by the DJY team so far, relying on regular personal follow-ups to ensure the engagement of partners may be problematic should the number of partners exceeds the DJY Secretariat's human resources capacity to do so.

There are two indicators mentioned in the Project's logical framework meant to measure the achievement of this first output-level indicators that have not been achieved as intended. The PRODOC mentions that the DJY would identify three dignitaries as champions or ambassador (Output indicator 1.2), and that a governance structure would be established at the end of the first year of the project (Output indicator 1.3). While neither have been achieved, it is important to note that the UN Secretary General has expressed his support to the DJY on multiple occasions, notably during the launch event of the Initiative. Also, the DG of the ILO has also disseminated the work of the DJY, and participated in some events from the DJY, notably the launch event.

In sum, as part of the project's objectives, the DJY staff achieved its target to establish a multi-stakeholder alliance around youth employment, in great part thanks to its engagement platform. Partners feel they benefit from the alliances, and many have expressed interest in continuing their engagement with the DJY.

> **Finding 7:** **While the objective to establish a governance structure for the Initiative has not been achieved, an ad hoc governance structure has been established which allows for lean, flexible, and operational decision-making processes. However, the capacities of the ad hoc governance structure to achieve increased visibility at global level, to mobilize resources, and to secure sustainable buy-in from its partners, are limited.**

In the logical framework of the Spanish-funded Project, one of the indicators used to measure the achievement of the first output is: "by the end of the first year, a governance structure is established, with clear guidelines on the roles and responsibilities of each actor". As per decision of ILO management, the Initiative did not establish a governance structure as agreed upon with partners. In lieu, an ad hoc governance structure was put in place.

The ad hoc governance structure currently in place relies heavily on the ILO's management structure, despite the fact that the DJY is a UN system-wide initiative. As such, the Secretariat of the initiative hosted by the YOUTH Group is also the key coordination mechanism allowing the DJY to function.

At the operational level, members of the thematic groups, composed of UN partners, are currently moving the initiative forward through a system in which each thematic area is coordinated by a focal point : ITU (digital skills), FAO (youth in the rural economy), UNEP (green jobs), ITC (youth entrepreneurship and self-employment), UNDP (youth in fragile situations), UN Women (gender) and UNFPA (rights and voices of youth). Some thematic plans (quality apprenticeship, youth transitioning to the formal economy, youth in hazardous occupations) are, however, led by the ILO.

Interviewed stakeholders indicated that in its current format, the ad hoc governance structure has given the Initiative a high level of flexibility compared to other partnerships that have a heavier structure such as a board or an advisory committee. They explained that the thematic teams have been very inclusive and

horizontal, and that the development of the thematic plans, for example, has been highly participatory. Figure 5.4 below illustrates the current governance structure as well as the focal points.

Figure 5.4   Current governance structure and thematic focal points
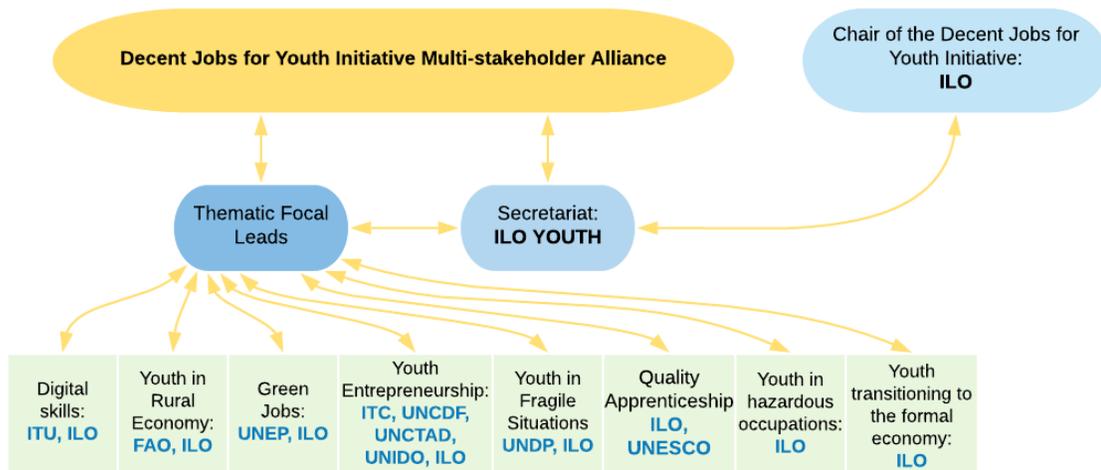
This operational flexibility, while being appreciated by the stakeholders that compose this ad-hoc team, comes with its limitations, notably:

▪ The absence of a strategic multi-stakeholder board, steering or advisory committee limits the degree of high-level influence and visibility the Initiative has at global and country level.

▪ Despite the fact the DJY is a UN system-wide initiative, it heavily relies on ILO's management structure which puts acute pressure on ILO's internal resources.

▪ The absence of clear incentive system to ensure sustainable buy-in and collaboration from partners that could ensure each partner contributes or dedicates more human and financial resources to the Initiative.

Another limitation is that the absence of a governance structure agreed upon with partners could limit shared accountability for results. A clear governance structure with participation at higher-level of each partner represented in the governance structure would allow for the sharing of the accountability for achieving the results established by the Global Initiative. As of now, it was generally perceived the ILO had a disproportionate responsibility for making sure the Global Initiative achieved its results. Considering the DJY is meant to be a UN-wide Initiative, an agreed-upon governance structure with a board could be a solution for sharing some of the accountability for results.

Internally, the current governance structure has been perceived by certain actors as entering in contradiction with the tripartite governance structure that guides the ILO. While the DJY strategy document endorsed by the CEB in 2015 recognizes the roles of the social partners, its current structure does not fully reflect the tripartite structure that guides the ILO. Others, however, do not see any contradiction deriving from the structure or mandate of the DJY as they perceive it as a UN system-wide initiative chaired by ILO rather than emanating from the ILO and its constituents.

The governance structure has been an important topic of discussion in the past few years; the current structure was purposefully selected based on its simplicity and flexibility. However, the recognition of the

above-mentioned limitations has led the ILO and the DJY Secretariat to envisage other governance structures. Several ideas have been discussed, including the possibility of establishing an advisory committee composed of members of the alliance or having a rotating chair system or co-chair system (in which the ILO would have a permanent chair).

Finding 8:	**While the DJY team has achieved the objectives set in the PRODOC in terms of establishing country-level actions for the Initiative, the mobilization of resources, both financial and human, to grow the network, create new partnerships, and fundraise remains a challenge for the implementation of further country-level actions.[59]**

With the objective of developing guidelines for the operations of the Initiative at the country-level (Output indicator 2.1), the DJY team has worked collaboratively with the United National Sustainable Development Group (UNSDG) and the UN Envoy on Youth in designing and implementing the United Nations Strategy on Youth. The DJY Initiative submitted a workplan to the director of the UN Strategy on Youth for the drafting of these guidance documents.[60] While the overarching guidance documents have not been drafted as of yet, the thematic plans drafted jointly with partners serve as a reference for all actors to establish country-level actions related to youth employment. Each thematic plan includes a section providing guidance on concrete actions that can be implemented on youth employment. As a result, some progress has been made in concretizing these thematic plans for country-level activities.

In addition, the Project has reached its target to identify five prototype countries for the implementation of country level activities (Output indicator 2.2). Early on in the life of the Initiative, Africa was identified as a priority region for DJY activities. In 2018, the Government of Nigeria made a commitment to the DJY, committing to implement its National Youth Employment Action Plan. As a result, in 2019, the ILO a project called "Strengthening the capacity of governments and youth employment stakeholders in Africa in the implementation, monitoring and evaluation of policies and programmes promoting decent jobs for youth". This project was launched upon request of the Government of Nigeria, and it is funded by the 2030 Agenda for Sustainable Development Sub-fund of the United Nations Peace and Development Trust Fund.[61] Also, thanks to the contribution of the Government of Luxemburg, Burkina Faso was identified as a pilot country for the Initiative. The resulting project "Support to the DJY in the Sahel Region (GLO/17/46/LUX)", with specific focus on Burkina Faso, with a financing of two million euros from the Government of Luxemburg, is a concrete example of a country-level action implemented under the umbrella of the Global Initiative. Another example is that the collaborative work between the Initiative on boosting decent jobs and enhancing skills of youth in Africa's digital economy resulted in the identification of five countries for specific actions: Kenya, Rwanda, Nigeria, Cote d'Ivoire, Senegal and South Africa.

However, not all thematic plans have resulted in action plans nor concrete actions. Many consulted partners felt that to implement actions recommended in the thematic plans, they needed to do so in addition to the work they already had and thus, that they lacked resources (human and financial) to fully operationalize the plans. Capacity at country-level was perceived by a few consulted stakeholders from UN entities as

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[59] This finding related to the evaluation's assessment of the project's achievement of the second output-level result: concrete actions at the country-level are initiated, based on the thematic priorities identified in the DJY strategy.

[60] ILO (2019). Progress Report 2018.

[61] ILO (2017). Project documents; ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

being somewhat limited due to competing priorities of ILO's country-level staff. In particular two ILO staff responsible for specific thematic plans mentioned that as focal points for thematic plans, they did not have the necessary human resources to carry out the tasks expected of them for the implementation of the thematic plans: mobilizing partners and resources for the implementation of country-level actions. As a result, while some thematic plans have already resulted in concrete actions, other thematic plans have not.

Consulted stakeholders pointed out that there are still many partners of the Initiative that continue to implement their own programmes on youth employment issues without being under the umbrella of the Initiative, including some departments within the ILO who continue to work on youth employment without making the link with the DJY. Consulted stakeholders perceive the country-level activities of the Initiative as being still limited to a few examples.

In sum, while the Initiative has taken important necessary steps for its operationalization at the country-level, in particular through the thematic plans, there remains challenges for the deepening of the DJY's activities at the country-level. An important challenge is the mobilization of human resources for creating partnership and mobilizing partners and financial resources for the deployment of country-level actions.

Finding 9:	**The Project was instrumental in the collection and dissemination of knowledge on youth employment, in particular through events and through the design, launch and use of the Knowledge Facility. The launch of the Knowledge Facility is perceived as a key achievement of the Initiative.[62]**

The ILO has coordinated the collection and dissemination of evidence on what works to promote effective actions on decent jobs for youth in different contexts, in particular through events dedicated to the review of evidence and the publication on what works for youth employment (Output indicator 3.1). Regarding events, in addition to the two DJY annual conferences mentioned above, the Initiative participated, very often from partners' invitations, in multiple events, disseminating knowledge on what works for youth employment. The Initiative contributed with content to 11 events in all 5 continents, working closely with at least eight partners.[63] Regarding publications, the DJY team has worked with partners in the design and implementation of knowledge products on what works for youth employment, working with at least five partners resulting in at least eight publications.[64] Finally, the Initiative also contributed to delivering capacity building activities with partners. It established partnerships with relevant actors, universities, research centers and international NGOs, resulting in the launch of courses and the creation of knowledge products, for example with GenU, the International Development Research Centre (IDRC), and INCLUDE.

Most importantly, the Initiative launched its Knowledge Facility in 2019, presented by the Director General of the ILO during the Global Youth Forum in Nigeria (Output indicator 3.2). Later in 2019, the platform included the system of indicators on youth labour market.[65] There are already more than 400 resources on

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[62] This finding related to the evaluation's assessment of the project's achievement of the third output-level result: the ILO will implement knowledge management mechanisms on decent jobs for youth, as well as coordination processes with different actors.

[63] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

[64] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

[65] ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

the Knowledge Facility contributed by over 35 knowledge partners. Between November 2017 and June 2020, more than 80,000 individuals had visited the DJY website, visiting more than 450,000 pages within the website, of which more than 20,000 of these pages were related to knowledge products.[66] The DJY also benefits from complementary channels of communication, such as the DJY Twitter and the DJY newsletter and knowledge insights.[67]

The design, launch and use of the Knowledge Facility are major achievements for the Initiative. Many consulted partners from different types of organizations reported that they saw the DJY's Knowledge Facility as their first reference point for knowledge on youth employment issues. They mentioned that they used the knowledge products available in the Hub on a regular basis, and that they were able to follow other partners' activities through the platform. They were able to provide examples of concrete knowledge products they had used, and some mentioned they were looking forward to specific publications they know were upcoming. Virtually all consulted stakeholders who had shared their knowledge products for dissemination in the Knowledge Facility mentioned that they appreciated the fact that the DJY platform gave their respective organization proper credit on the platform, often including links to their own websites and platforms. Hence, partners have clear incentives to publish their work in the Knowledge Facility, since they see it as an effective means to increase their outreach to new actors.

Finding 10:   **While the Initiative succeeded in mobilizing additional resources for country-level actions and for the functioning of the DJY, a clear and operational resource mobilization strategy endorsed by all partners is needed to ensure it can successfully scale-up its actions.[68]**

The DJY team has taken some steps to achieve the objective of developing a Resource Mobilization and Sustainability Strategy (Output indicator 4.1). In 2017, the DJY established an open dialogue with the SDG Fund, requesting the opening of a Fund for the DJY. However, this dialogue did not lead to concrete results due to internal changes in the SDG Fund resulting from the UN reforms (more on that in Appendix IX "project results progress and status as of 2020"). Also, in 2017, the DJY team developed a communication strategy, and hired a consultant to conduct a donor mapping,[69] to support the development of the Resource Mobilization and Sustainability Strategy. During the DJY annual conference, the DJY team met with donors discussing possible funding opportunities. The DJY team also discussed regularly with the YEFG, providing the team with a privileged position to understand existing available resources for youth employment issues. The coordinator of the YEFG updates the donor mapping every year, which serves as an important basis for resource mobilization activities of the DJY. During the 2018 annual DJY conference, a complete day was dedicated to options for financing innovative actions for youth employment. Finally, with the support from the Chinese mission in Geneva, the DJY team identified financing platforms related to the SDGs that could

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[66] Website analytics shared by the ILO.

[67] A total of 10 issues of newsletter and knowledge insights were disseminated to a list of close to 3,000 subscribers.

[68] This finding related to the evaluation's assessment of the project's achievement of the fourth output-level result: the resource mobilization and sustainability strategies are developed.

[69] The donor mapping captured 24 organizations on their organization type, SDG relation, youth employment investment priorities, geography, thematic priorities, sectoral priorities, investment type, targeting, on-going & pipeline activities, ILO reach out approach, and contact person.

support country-level actions for the Initiative. However, despite all these efforts, and while the DJY Secretariat has developed the above-mentioned tools and mechanisms to support its resource mobilization efforts, a document detailing the Resource Mobilization and Sustainability Strategy of the DJY is still not drafted as of December 2019.[70]

Although the resource mobilization strategy has not been drafted, the Initiative and its partners managed to mobilize resources for DJY Secretariat operations as well as for country-level actions (Output indicator 4.2). In 2017, the Government of Luxemburg allocated two million euros for the project "Support to the DJY in the Sahel Region" (as mentioned above). Also, in 2017, the Citi Foundation allocated USD 250,000 for support the preparatory activities and operationalization of the DJY. In 2018, the Governments of Canada and the Netherlands committed three million USD for a competitive bid to conduct studies in Africa. In 2019, the ILO confirmed the allocation of USD 250,000 for DJY Secretariat operations with the aim of supporting the operationalization of the thematic plan on Digital Skills and Jobs for Youth (funds originate from the PROSPECTS project financed by the Dutch Government). In 2019, the UN department of Economic and Social Affairs confirmed the allocation of USD 373,479 to the DJY Secretariat to strengthen the capacity of the Nigerian Government and youth employment stakeholders in the implementation, monitoring and evaluation of the Nigerian Youth Employment Action Plan (funds originate from the 2030 Agenda for Sustainable Development Sub-fund of the United Nations Peace and Development Trust Fund). Finally, the German foundation Mercator selected a young associate to support the work of the DJY for six months, and the Carlo Schmid Foundation also sponsored two associates to join the DJY Secretariat in 2018 for six months each.[71] While these achievements are significant, it is not possible assess whether the output-level result indicated in the PRODOC is entirely achieved or not, since clear targets are not clearly established in the Project logical framework.

In addition, partners have contributed to the Initiative, and the DJY is still pursing some leads for mobilizing additional resources. For example, the ITC covered the majority of the costs associated with the Forum on Youth Entrepreneurship and Self-Employment held in Ethiopia in 2019 Similarly, Nestlé contributed financially to support the Forum on Entrepreneurship and youth Self-Employment in Senegal in 2018. More recently, Dubai Cares solicited the ILO and UNICEF for a proposal of USD 10 million to support actions on youth employment under the umbrella of both the DJY and GenU, and the DJY submitted a proposal to the Dutch Government to financially support the custodianship of the ILO on the SDG indicator 8.b.1. In 2018, resulting from the DJY team submission of a project proposal to the Mastercard Foundation, the Foundation allocated USD 500,000 to the STATISTICS and EMPLOYMENT departments at the ILO with the aim of developing new indicators for youth labour market. Since 2017, the DJY team is negotiating with Foundation UEFA on possible contributions to the Initiative.[72]

Consulted stakeholders pointed to two main limitations to mobilizing resources for the Initiative. First, the absence of a governance body is an impediment to mobilizing resources. A governing body could create additional financial commitments from the members of the governing body to extend the outreach of the partnerships which could potentially increase the amount of resources mobilized.

Second, the absence of clear targets for the Initiative as a whole was also seen as an obstacle to mobilize resources from bilateral organizations. As of yet, resource mobilization activities have been carried out by

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[70] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

[71] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

[72] ILO (2018) Progress Report 2017; ILO (2019). Progress Report 2018; and ILO (2020). Progress Report 2019.

the DJY Secretariat with some input from the thematic plans' focal points. More precisely, some consulted stakeholders highlighted that the Initiative per se remained quite imprecise with regards to its long-term objectives. A few consulted stakeholders thought that having clear targets in terms of number of countries and youth people to reach would make a more convincing arguments to donor to invest resources in the DJY. The fact that the objectives of the Initiative are not well understood by all stakeholders may be due to the absence of a theory of change for the Initiative. At the time of the evaluation, seven thematic plans, which are the operational arms of the Initiative, had been finalized thanks, notably, to the Project. Among these, two thematic plans included well-designed theories of change and were thus increasing the likelihood of greater coherence at the sub-thematic level.[73] Yet beyond these thematic plans, there seems to be a vacuum between the DJY strategy and these plans that would enable the full operationalization of the DJY strategy.

Finding 11:   The achievement of the output-level results detailed above resulted in the achievement of the two outcome-level results identified in the PRODOC.

The results detailed in the paragraphs above have greatly contributed to achieving the two outcome-level results indicated in the Project's logical framework, which are: 1) The Initiative is inaugurated with great visibility and with the participation at highest level, including the champions of the Initiative; and 2) the Project achieves to mobilize resources from other donors to support the preparatory work and the implementation of the DJY. Regarding the first outcome-level results, the participation of the ILO's DG in the launching event of the DJY, in addition to the fact that the launching event was held during the annual ECOSOC Youth Forum, ensured that the Initiative was launched with visibility and with participation at the highest-level within the UN. For example, the President of the ECOSOC, the DG of the ILO, UN Secretary-General's Envoy on Youth, the UN Deputy Secretary-General, and finally the UN Secretary-General (via video message) all participated and addressed the Forum's attendees. Regarding the second outcome-level results, as mentioned above, the DJY has mobilized resources to support the Initiative itself, notably, with the Citi foundation and funds from the ILO, and for the implementation of the DJY, notably, with funds from the Government of Luxemburg. Resources mobilized were however limited.

5.5   Effectiveness of Management Arrangements

This section addresses the questions of whether the Project received adequate political, managerial, technical and administrative support from the ILO at country and HQ levels. It also looks at whether the Project Secretariat adopted appropriate processes and an adequate structure. The utilization of the Project's monitoring mechanisms is addressed in section 5.2.

Finding 12:   While the Project successfully leveraged ILO's managerial, technical and political support to the DJY at headquarters, the degree of involvement and buy-in within the ILO remains uneven across departments, country and regional offices.

The Project directly contributed to the establishment of DJY's Secretariat hosted in the EMPLAB branch of the EMPLOYMENT department of the ILO. While the financing from the Spanish Government covered the salary of one of the four Project staff, the ILO complemented that support by putting three additional staff

and two interns at the disposal of the Secretariat (in July 2020). Further details on budget allocations are presented in the efficiency section below.

The ILO provided the Project and the Initiative relevant technical support throughout its implementation. An ILO technical focal point was for example assigned to work, and sometimes take leadership, on the different thematic areas as presented in the table below.

Table 5.1   ILO focal points per thematic area

THEMATIC AREA	ILO FOCAL POINT
Digital skills and jobs for youth	YOUTH / SKILLS, SECTOR
Quality apprenticeships	SKILLS
Youth in the rural economy	SECTOR / YOUTH, DEVINVEST
Green jobs for youth	GREEN JOBS / DEVINVEST
Youth entrepreneurship and self- employment	SMEs / YOUTH
Youth transitioning to the formal economy	DEVINVEST, EMPLOYMENT
Youth in fragile situations	CSPR
Young workers in hazardous occupations	GOVERNANCE, FUNDAMENTALS

In most of the cases, the ILO focal points consulted have been involved in the design and/or implementation of the of the thematic plans despite the fact the YOUTH Group has been the most active one. More precisely, the Initiative has relied on these focal points to follow up with partners, identify opportunities for concrete actions within the Initiative, and mobilizing resources for these actions.

Partnerships and Field Support (PARDEV), Communication and Public information (DCOMM), and Information and Technology Management (INFOTEC) have also been mobilized to work on the partnership modality of the project, resource mobilization, the branding of the Initiative, the development and management of the alliance platform (the website), and the Knowledge Facility.

The ILO also provided high-level political support to the Project's effort to launch the Initiative through its Director General (DG). The DG has been actively involved in the DJY by announcing the launch of the DJY on February 1st, 2016 during the ECOSOC Youth Forum.[74] The DG participated to various events to increase the DJY visibility, notably by:

▪ Launching of the DJY during the ECOSOC Youth Forum 2016;
▪ Presenting the DJY during the 105th World of Work Summit 2016;
▪ Launching of the DJY engagement platform in November 2017;
▪ Announcing the "Digital Skills for Decent Jobs for Youth" Campaign in June 2017;
▪ Emphasizing on the importance of making decent work a reality through the DJY during the World Youth Skills Day 2017;

[74] ECOSOC (2016). Youth Taking Action to Implement the 2030 Agenda – ECOSOC Youth Forum.

- Stating the DJY would be the implementing arm of the UN Youth Strategy: Youth2030during the High-Level event "Youth 2030" in 2018;

- Reminding the importance of the DJY during the World Youth Skills Day 2019;

- Reminding the importance of the DJY during the ILO Global Youth Employment Forum in Abuja, Nigeria in August 2019, during which the DJY Knowledge Facility was launched.

Country offices and regional offices played a role in supporting the launch and the dissemination of the Initiative. At this stage, however, their involvement is mostly visible in ILO's Regional Office for Africa and in some key countries where specific actions have been undertaken (Burkina Faso, Nigeria, Kenya, Senegal, etc.) and more recently in the Regional Office for Asia and the Pacific that now counts with an employment specialist that used to work in the DJY Secretariat. However, multiple consulted ILO staff perceived that the level of support or buy-in provided by other country and regional offices remained limited or obtained, to date, little visibility.

Overall, many ILO stakeholders consulted indicated that while most ILO departments and units know about the DJY, their level of buy-in and involvement remains uneven. To address this issue, and to clearly signal the importance of youth employment as a cross-cutting theme throughout the ILO, recent changes to the internal structure of the ILO led to the creation of the Youth Employment Accelerator Group, labelled as the YOUTH Group, within the EMPLAB Branch, which has a clear cross-cutting mandate. Hence, the Secretariat of the DJY is part of the YOUTH Group and continues being hosted by the EMPLAB Branch. The rationale for this change was to enhance the cross-cutting integration of youth employment issues across ILO's units and departments and, indirectly, to increase their level of commitment towards the DJY. However, the fact that the Initiative is managed by a group within a department within the ILO could limit the DJY's ability to mobilize the commitment of other ILO colleagues to invest in the initiative.

5.6   Efficiency

This section addresses questions related to the efficiency of the project, the extent to which the Project delivered results in an economic and timely way, according to planned budget and timelines.

Finding 13:	Allocated funds were used in accordance with planned budget, despite a one year no-cost extension granted by the donor. Overall, no major bottleneck beside the COVID-19 pandemic affected the achievement of planned results.

The latest financial statements produced by the ILO in December 2019[75] show that, on December 31st, the Project had used 71% of its total budget, indicating it had, on average, implemented 24% of its budget annually over the last three years. Based on past implementation rate, it is thus reasonable to believe that the one year no-cost extension should be sufficient to complete the Project. Stakeholders interviewed and documents consulted did not flag any major bottleneck that led the ILO to request for a no-cost extension

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[75] ILO (2019) *Estado de ingresos y gastos al 31-Dic-19 por Spain, Ministerio de Empleo y Seguridad Social para el proyecto GLO/16/17/ESP.*

beyond the COVID outbreak. Due to the pandemic, some events were postponed, including the DJY annual conference that was scheduled to take place in Kuala Lumpur in April 2020.

The financial statements for 2019 also indicate that the expenses related to the project generally coincided with the amounts that were budgeted in the PRODOC for different items.[76] Table 5.2 below presents the proportion of the budget that was allocated and utilized on different items (coordination, travel, operations, subcontracting and to the organization of events). More specifically, while the amounts spent on the organization of events, travel and subcontracting correspond, in proportion, to what was suggested in the PRODOC, the proportion of the budget that was utilized for salaries, consultants and "operations and other expenses" were slightly above what was planned.

Table 5.2   Proportion of the budget allocated and used on various items

ITEM	ESTIMATED BUDGET (2017)		EXPENSES AS OF DECEMBER 2019[77]	
Coordination and international experts	€ 527,328.00	26%	€ 542,245.73	38%
Consultants and other personnel	€ 263,318.00	13%	€ 145,753.76	10%
Travel (staff and other personnel)	€ 180,200.00	9%	€ 130,371.65	9%
Subcontracting	€ 247,775.00	12%	€ 262,950.03	18%
Seminars and training activities	€ 288,320.00	14%	€ 170,057.88	12%
Operations and other expenses	€ 493,060.00	25%	€ 173,240.21	12%
Total	**€ 2,000,001.00**	**100%**	**€ 1,424,619.26**	**100% (or 71% of total budget)**

Finding 14:   The financial resources allocated by the Ministry were allocated to the most successful outputs related to the operationalization of the Initiative. In addition, resources spent for country-level actions had a catalytic effect that allowed to mobilize additional funding from new donors.

As presented in the Table 5.3 below, 50% of the project budget was dedicated to the operationalization of the Initiative (implementation of the four outputs), while 38% was allocated to management and oversight expenses and 12% was designated as programme support costs.

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[76] ILO (2017). Project Document.

[77] Exchange rate used: rate = 0.83894, validated by historical exchange rate on sept 20, 2017 (oanda.com)

Table 5.3   Expenses per output

EXPENSES PER OUTPUT	EXPENSES TO DATE[78]		EXPENSES (%)
The Global Initiative on Decent Jobs for Youth is operationalized	€	717,098.98	**50%**
Output 1 - Strategic multi-stakeholder alliance established	€	292,114.23	21%
Output 2 - Country-level action initiated based on thematic priorities	€	183,569.85	13%
Output 3 - Knowledge facility developed and operationalized	€	195,055.30	14%
Output 4 - Resource mobilization activities developed and implemented	€	46,359.60	3%
Project Management and Oversight	€	543,626.02	**38%**
Staff Costs	€	541,071.25	38%
Operational Costs	€	2,554.78	0%
Programme Support Costs and Provision for Cost Increase	€	163,894.26	**12%**
TOTAL	**€**	**1,424,619.26**	**100%**

With regards to the operationalization of the Initiative, most resources were allocated to the activities related to the establishment of the alliance (output 1), which is consistent with the positive results presented in the effectiveness section. Furthermore, 14% of the resources were allocated to the development and maintenance of the Knowledge Facility (output 3), which, as discussed in the effectiveness section, was perceived as a key contribution of the project and of the DJY to date.

While only 3% of the resources were allocated to date to resource mobilization activities (output 4), 13%, however, were allocated to country level activities (output 2). It is also important to note that many events organized under the budget line of "alliance" also had as an objective to engage with donors and funders. Despite the relatively small-scale initial investment, the project was nonetheless able to mobilize $3.2 million USD from the Government of Luxemburg, the Citi Foundation, SDG Fund, and PROSPECTS to initiate country level actions.[79] In addition, as mentioned in finding 10, donors and partners have also contributed to the Global Initiative with financial resources for staff time (i.e. Carlo Schmid Foundation and Mercator), and in organizing events (i.e. Nestlé's contribution to the YES Forum 2018). Finally, financial resources were also mobilized from other ILO department (i.e. the Mastercard Foundation which allocated $ 5000.000 USD to the STATISTICS and EMPLOYMENT departments at the ILO, see finding 10).

Human resources were also managed efficiently considering a relatively small team of four professional staff was able to successfully manage the DJY's Secretariat over two years. Interviews confirmed that all partners felt that the team did an excellent job in coordinating the different events that surrounded the launch of the DJY. All consulted partners praised the work of the YOUTH Group for their capacity to mobilize partners, to support partners' events and for their responsiveness and openness in their communications.

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[78] December 31, 2019

[79] The project GLO/17/46/LUX obtained $ 2,351,000 USD from Luxemburg; the project GLO/177/CITI obtained $ 250,000 USD from the Citi Foundation; $ 373.479 USD from SDG Fund for the project "Strengthening the capacity of governments and youth employment stakeholders in Africa in the implementation, monitoring and evaluation of policies and programmes promoting decent jobs for youth"; and $ 250.00 USD from PROSPECTS (see finding 10).

As presented in the effectiveness of management arrangement section, the core team was able to secure the involvement of numerous technical experts within and outside the ILO to support the implementation of the DJY and to mobilize high-level support from ILO's DG and DDG. The core team was also able to mobilize interns and JPOs to support them in their daily task, thus generating a positive return on investment.

An identified key weakness is that there has been a relatively high turnover from the staff supporting the DJY coordinator. Since an important part of the work involves liaising with the partners, changes in staff might be contributing to a loss of the institutional memory of the DJY within the Secretariat. Staff turnover also tends to involve transaction costs associated to the learning curve of the new staff joining the team.

In addition, interviews indicated that the nature of the work conducted by the Secretariat is both technical and political, and thus requires staffing that can respond to both the technical requirements (i.e. thematic plans) and political needs (i.e. regular engagement with partners, mobilization of partners and donors). This balance, however, was hard to maintain due to the staff turnover.

5.7   Sustainability and Impact

This section provides elements to answer questions on the sustainability and the potential impact of the Project. It discusses whether or not the outcomes of the Project are likely to be sustained in terms of financial, social and institutional capacities.

Finding 15:	Despite the mobilization of partners around the Initiative, the absence of a finalized document detailing the sustainability and resource mobilization strategy leaves the question of the financial sustainability of the DJY unanswered.

With 73 partners and 59 commitments globally, country level initiatives launched in multiple countries and with the deployment of an online Knowledge Facility, the Initiative was able to secure the involvement of a critical mass of stakeholders that are essential to maintain the DJY active. However, ensuring the sustainability of the Initiative remains a challenge. While the project was successful in capitalizing on the momentum created by the call for action by the CEB to launch the DJY with leadership from the ILO, maintaining what was achieved and scaling up actions will require increased efforts on behalf of all partners.

As the funds provided by the project will come to an end in 2020, a document detailing the sustainability and resource mobilization strategy, and endorsed by partners, remains undrafted. Nonetheless, the DJY team has established tools and mechanisms to support its resource mobilization efforts (see finding 10). The Initiative was nonetheless able to mobilize financial resources to support the Secretariat in its efforts to enable country level actions (see examples provided in finding 10). However, interviews and document review did not allow for the identification of a clear mechanism or strategy to ensure the financial viability of the Secretariat or strengthen its capacities in order to further expand the partnership network and scale-up its actions.

Interviews did provide, however, strong evidence that the Secretariat team had been a key success factor in the achievement of the results highlighted in this report, indicating that a strong Secretariat could be key in ensuring the sustainability of the results so far achieved.

Finding 16:	The sustainability of the outcomes of the Project is supported by the recognition the Initiative has gained in a short time since its inception, and by the sense of ownership of its partners. However, the limited institutional incentives for partners to commit time and funds to scale-up the Initiative, including the current governance structure, could be limiting the sustainability of the achievements.

The sustainability of results achieved by the Spanish-funded Project depends largely on the sustainability of the Initiative. In that regard, the evaluators noted that the recognition gained by the Initiative, as well as the degree of ownership across consulted partners, were key factors of sustainability.

Overall, the Initiative is now recognized as an alliance with great potential in which partners exchange with relevant actors on youth employment issues, and the platform is seen as an important repository of knowledge for youth employment. In these two areas, *alliances* and *knowledge*, the DJY is seen as a step in the right direction toward getting partners to work together in improving youth employment outcomes. However, many consulted stakeholders mentioned that, while they saw the Initiative as a relevant actor for global-level discussion, they did not see the Initiative as being an effective mechanism for *mobilizing significant resources* and having a strong influence *in countries*. This thus raises the question about whether the Initiative is being too ambitious taking into consideration the resources it has at its disposal.

In addition, the ILO has engaged in an open and transparent way with partners, in particular during the first few months, that led to the development of the thematic plans. Consulted stakeholders indicated that the development of the thematic plans by an ad-hoc group of partners was highly participatory, and that this inclusive process coordinated by the ILO strongly enabled a sense of ownership from partners.

However, the evaluators also noted that the degree of motivation and ownership to continue working collaboratively with the Initiative varied from one partner to another. Certain ILO and non-ILO partners working as thematic focal points or as ILO technical focal points (from branches other than EMPLAB) still remained highly motivated to follow-up on the implementation of the thematic plan and to promote the DJY in their organization. On the one hand, the partners that are most actively involved in the Initiative (members of the kick-off team and thematic leads) noted that they had decided to prioritise their collaborative work with the DJY because they personally saw great value added in working collaboratively in achieving results for youth employment. On the other hand, they mentioned that the resources they invested (mostly their own time) in pursuing concrete actions with the Initiative was in competition with investing these resources to pursue the mandate of their organization. In particular with the case of UN agencies, while their respective agency's involvement with the DJY is endorsed at the highest level, allocating time and resources for working under the umbrella of DJY was still a challenge. This may be due to the fact that organizational incentives for investing in time and energy tackling youth employment issues in a collaborative fashion may be missing, and due to the fact that incentives for working under the umbrella of the DJY may not be well understood by all.

The governance structure of the Initiative can thus also be playing a key role in the sustainability of the initiative. An established governance structure can influence both the resource mobilization capacity of the DJY and the level of ownership of partners. Indeed, in the absence of a multi-stakeholder governance structure, UN partners from the task team that launched the initiative have a limited influence over the strategic orientations of the DJY. Furthermore, the current structure has led the initiative to rely heavily on the ILO's global management team to publicize the DJY, which might be giving the impression that the DJY is an ILO-led initiative rather than a UN system-wide initiative. Broader participation of partners in the governance structure of the Initiative at strategic level could, on the contrary, increase its ability to mobilize resources.

In terms of impact, as the implementation of country level actions started recently, it is too early to determine whether the Initiative (and indirectly the Project) is having higher-level impact level results.

6. Conclusions

The conclusions presented below derive from the 16 evaluation findings presented in this report who themselves derive from the triangulation of the different lines of evidence presented in the methodological section of this report.

Relevance

The Spanish government, through the Project under review, has been a key contributor to the successful launch of the Global Initiative on Decent Jobs for Youth. The evaluation also provides credible evidence about the fact that the Initiative is a highly relevant mechanism to organize a coordinate evidence-based response at global, regional and country levels aligned to the needs of young people not having access to decent jobs opportunities (including women and PWD).

The evaluation observed that since the HLCP selected youth employment as a prototype for an issue-based initiative in 2014, the need to increase collaboration and coordination among and beyond the UN system remains a key issue to address. At country and regional level, consulted stakeholders note that while the needs for decent jobs remain palpable, the effects of the COVID-19 pandemic is currently having a tragic affect on young people across the world; most notably those in precarious situations, working in the informal sector, and also women and PWD. The current situation to which the Initiatives' Secretariat is adapting is likely to bring youth employment as a top priority in the global agenda, thus reinforcing the relevance of the Initiative in future years.

The Initiative and the Project's relevance are further reinforced by their alignment and contribution to the SDGs, most notably SDG 8, to the ILO's Programme and Budget documents, and to International Labour Standards. The evaluation thus concludes that the Spanish government can be praised for having provided the "seed funding" for a project whose benefits among youth might only be visible in a few years, and thus, for its long-term vision and commitment to the 2030 Agenda.

Gender and Inclusion

Two guiding principles of the DJY initiative are focused on inclusiveness: one on the "Promotion of gender equality" and the other one on the "Recognition of the heterogeneity of youth and the need to promote targeted approaches". Interviewees mentioned that the project paid special attention to young women and young PWD. For example, UN Women reviewed all thematic plans to ensure gender was rightly integrated. Also, the DJY partnered with the DJY and the Dutch-African platform INCLUDE, which "promotes evidence-based policymaking on inclusive development in Africa through research, knowledge sharing and policy dialogue. The involvement in DJY partnership of key stakeholders in gender equality and advocacy for women's rights, such as UNFPA, UN Women or Plan International, demonstrates a clear willingness to bring a gender lens to the initiative. Finally, the Global Initiative works closely with partners and ILO Gender, Equality, and Diversity Branch to bring in the PWD aspect in its knowledge sharing and advocacy.

While the Project follows the guiding principle of the Initiative on gender equality, the evaluation team did not find evidence in the Project documentation to triangulate more general views that were mentioned during interviews. For example, the evaluators noted that there were also no mentions of gender equality of other vulnerable groups in the logic model at either the outcome, output or indicator levels.

Design

The Project was generally well designed as the planned activities were generally well aligned to the expected output and outcome-level results. Most importantly, the Project was closely aligned to the DJY

strategy, as each of the four Project's outputs were directly aligned to the four strategic pillars of the Initiative. Overall, the evaluation concludes that the underlying and implicit theory of change behind the Project is generally valid. The assessment of the logical model of the project allowed the identification of a few areas of improvement (including properly mainstreaming gender) that did not have any major negative effect on the quality of reporting or on the implementation of the Project.

Coherence

Deriving from the HLCP and the CEB, the Initiative emerged from a UN system-wide effort and, since its inception, it has had the overall objective of creating synergies and promoting coherence among youth employment actors and initiatives. By supporting the preparatory activities that led to the launch of the Initiative, the Project thus contributed to the global effort of increasing coherence around decent jobs for youth interventions and thus, to maximizing the likelihood of having a broader impact on young's people lives. More specifically, the global conferences co-financed by the project have had concrete and immediate results bringing different types of stakeholders, including governments, social partners, youth and civil society, parliamentarians, the private sector, the media, the United Nations, academia, foundations and regional institutions, together around a common commitment to create quality jobs for young people. The Project also facilitated the development of thematic plans led by different stakeholders that have served as mechanisms to bring partners together around specific issues. Despite these efforts, more needs to be done to bring all relevant partners together under a common umbrella and reduce duplication of efforts among actors. Key influential development actors continue to operate on their own, even within the UN family (i.e. GenU). In addition, while the UN agencies have acquired solid experience in working together through the diverse mechanisms at country (UNSDCFs, UNCTs, joint programmes, etc.), regional (RCM, etc.) and global levels (UNSDG, UNCEB, etc.) that have been put in place, the entire system still tends to incentivize UN agencies to work in silos. In other words, while there is a strong accountability system within each individual organization, there are little horizontal accountabilities across UN entities that would incentivize cooperation among them. This evaluation confirms that collaboration tends to rely on the goodwill and personal motivation of the staff within each partner organization.

Effectiveness

The activities supported by the Project were highly effective in terms of mobilizing and ensuring that a wide range of stakeholders from different allegiances commit to working towards addressing youth employment issues (output 1). The activities also significantly contributed to the successful development and launch of the Initiative's Knowledge Facility and to the dissemination of knowledge and good practices (output 3). also, the DJY has achieved the objectives set in the PRODOC with regard to launching country-level initiatives (output 2). These country-level initiatives were launched as a direct result of the Secretariat's and the ILO's resource mobilization efforts at country level. On the other hand, while the DJY Secretariat has developed tools and mechanisms to support its resource mobilization efforts, a document detailing the Resource Mobilization and Sustainability Strategy of the DJY is still not drafted. More broadly, while the project succeeded in launching the Initiative with great visibility mostly in high-level instances such as the CEB, it is still not bringing any major change in the way resources are pooled and mobilized to implement targeted and impactful country-level actions. This may be due to the absence of a governance structure.

Indeed, the objective to establish a governance structure for the Initiative has not been achieved. However, an ad hoc governance structure has been established which allows for lean, flexible and operational decision-making processes. The capacities of the ad hoc governance structure to achieve increased visibility at global level, to mobilize resources, and to secure sustainable buy-in from its partners, are limited.

The evaluation identified several factors that enabled the project to reach its objectives, most notably:

1. The convening power of the ILO;

2. The technical expertise and comparative advantage of the ILO among UN entities in the area of youth employment;

3. The adoption of a highly participatory and inclusive engagement approach to develop the thematic plans;

4. The commitments platform, as an incentive mechanism, that allows for the identification and follow-up on the action related to their commitment of each of the partners;

5. The direct involvement of ILO's high management (DG, DDGs) to promote and give visibility to the Initiative;

6. The buy-in and active involvement of several UN partners and other private and public sector partners legitimizing the Initiative;

7. The individual motivation of focal points in charge of the different thematic plans.

In parallel, the evaluation identified several external factors that tended to hinder the effectiveness of the actions implemented by the project, notably:

8. The inherent difficulties to mobilize resources around a thematic area of youth employment, which is already crowded;

9. The tendency or preference from donors to favor earmarked rather than non-earmarked resources;

10. The reliance on an individual focal point in each partner organization that assumes DJY's responsibility on top of the responsibility they normally have in their own organization;

11. The COVID-19 pandemic that significantly altered the implementation of the project since March 2020.

Effectiveness of management arrangements

The evaluation confirms that the ILO provided the necessary managerial, technical and political support at global level to enable the launch the Initiative. This is confirmed by the fact the ILO provided several of its own internal resources to ensure the launch of the Initiative would be a success. Not only did the ILO host the Secretariat of the Initiative, it also ensured an internal focal point from different departments of the organization would be designated to provide technical assistance around the thematic plans. Different departments were mobilized to support the launch of the Initiative, including PARDEV, INFOTEC, DCOMM, among others. Most importantly, the DG and the DDGs made several statements during global events to give increased visibility to the Initiative. In addition, despite the involvement of several departmental focal points within the ILO that were designated to support the Initiative, it still seems it is not very well known and owned by all departments and country/regional offices of the ILO. This is notably evidenced by the fact there are still numerous youth employability projects that are being implemented globally that remain unrelated to the Initiative.

Efficiency

The financial statements analyzed confirmed that the project was implemented within budget and that funds are still available to finalize some activities by December 2020, some of which were delayed because of the COVID-19 pandemic. The evaluation confirms that funds were allocated to the most relevant and

effective outputs, confirming funds were utilized efficiently. For example, on the one hand, only 3% of the resources were allocated to output 4 on resource mobilization, which is also the output area were the least progress was noted. On the other hand, 21% of the resources were used to achieve output 1 related to the establishment of the multi-stakeholder alliance. It is important to note that many events organized under the budget line of "alliance" also had as an objective to engage with donors and funders.

In addition, the evaluation confirms that despite the relatively small financial contribution facilitated by the project, this initial investment reached a substantial return on investment as the Secretariat was able to mobilize $3.2 million USD from the Government of Luxemburg, the Citi Foundation, SDG Fund, and PROSPECTS to initiate country level actions. In addition, donors and partners have also contributed to the Global Initiative with financial resources for staff time, and in organizing events. Finally, financial resources were also mobilized from other ILO department for youth employment initiatives implemented under the umbrella of the DJY.

The human resources mobilized to staff the Secretariat where of high quality and were praised by all partners involved in the project. However, it was also noted that there has been a relatively high turnover from staff supporting the DJY coordinator.

Sustainability and impact

In terms of sustainability, despite the mobilization of partners around the DJY, the absence of a finalized sustainability and resource mobilization strategy leaves the question of the financial sustainability of the Initiative unanswered. The sustainability of results achieved by Spanish-funded Project depends largely on the sustainability of the Initiative. In that regard, the evaluators noted that the recognition gained by the Initiative, as well as the degree of ownership across consulted partners, were key factors of sustainability. The evaluation confirms that certain key UN partners have been very involved in the launch of the initiative since its inception and that it created a strong sense of ownership. It notes, however, that their involvement heavily relies on the individual motivation and resourcefulness of focal points, an aspect that might hinder the sustainability of the Initiatives beyond the corporate commitments made by UN focal points. In addition, the financial sustainability of the Initiative might also be challenged by the current governance structure.

7. Lessons Learned & Emerging Good Practice

This section highlights the key lessons and good practices extracted from the analysis of the interviews and documents related to the project. The templates are presented in Appendix X "Lessons Learned and Good Practices".

Lessons learned

1) Operating under a UN system-wide mandate is not a sufficient condition to effectively increase coherence around a specific impact area. Additional mechanisms must be put in place to ensure long term ownership of the Initiative by all its partners and to aspire to achieve transformative changes at global level.

2) In the case of multi-stakeholder partnerships, having an established governance structure is an important precondition to ensure partners' ownership, facilitate the mobilization of resources, and ensure the sustainability of the partnership.

Good Practice

1) The commitment platform that was put in place by the Initiative to concretize partners' engagement in the alliance (outcome 1) is an effective mechanism to reduce "information asymmetries" between a diverse range of stakeholders representing different types of organizations (public, private, NGO, global or local). By publicizing each of the partner's commitments online, and with the pilot of the tool for monitoring the commitments made by partners, the platform also has the potential to hold partners accountable on their engagements. The online commitment platform links partners' commitments to the Initiative's thematic plans, to specific SDG and to specific countries or areas of intervention.

8. Recommendations

The recommendations presented in this section have been formulated based on the findings and the conclusions of this evaluation.

Recommendation 1: With the objective of establishing a governance structure for the Initiative, the ILO should conclude the consultation process that was initiated last year on the governance structure of the Initiative, broadening the scope of actors involved. An established agreed upon governance structure could be a mechanism for creating mutual accountability for results, increase the visibility of the Initiative, increase buy-in from partners, and ensure financial sustainability of the Global Initiative.

Related to findings: 7, 10, and 16.	**Priority**: High.
Relevant stakeholders for action: The Initiative's Secretariat, the ad hoc team, PARDEV, EMPLOYMENT, with the involvement of tripartite constituents.	**Resource implications**: High – human resources from different departments at the ILO and from partners.

As mentioned in finding 7 while the DJY current governance structure allows for lean, flexible and operational decision-making processes, its capacity to achieve increased visibility at global level, to mobilize resources, and to secure sustainable buy-in from its partners is limited. Another limitation is that the absence of a governance structure agreed upon with partners could limit shared accountability for results. As such, the ILO should consider concluding the reflection process initiated last year on the governance structure of the Initiative. Considering the fact that the buy-in from partners is important for the continuation of activities of the DJY, this process should be participatory and include other departments from the ILO, such as PARDEV, EMPLOYMENT, other UN partners as well as representatives from workers and employers' organizations. The participation of PARDEV in this process is of particular importance considering their mandate within the ILO, and considering that PARDEV has recently concluded an analysis of partnerships in which the ILO is involved.

There are three factors to consider when selecting a governance structure. First, the governance structure should allow for the Initiative to mobilize partner's commitments in terms of human and financial resources. Second, the governance structure should also allow an increase ownership from relevant partners on the Initiative, ensuring that the DJY is perceived as a cross-UN initiative rather than an ILO one. Third and finally, the selected governance structure should also allow for the DJY to continue being nimble and responsive to emerging demands and needs, as the current governance structure allows.

This process should be carried out simultaneously with the finalization of the resource mobilization and sustainability strategy to ensure that the selected governance structure is adapted to the planned means to ensure the sustainability of the Initiative.

Recommendation 2: The DJY Secretariat should better define incentives for implementing youth employment initiatives under the umbrella of the DJY; these incentives should be well communicated across the ILO's departments and offices as well as within other UN agencies, DJY partners and youth employment stakeholders.

Related to findings: 8 and 16.	**Priority**: High.
Relevant stakeholders: The Initiative secretariat, EMPLOYMENT, CABINET.	**Resource implications**: High – significant investment in human resources

As mentioned in the report, the DJY relies heavily on partners involved in the implementation of the thematic plans for mobilizing partners and resources for the implementation of country-level actions under the umbrella of the Initiative. This is true for both ILO staff and UN staff that act as focal points for a few thematic plans; they mentioned that their responsibilities to carry out the tasks associated with the Initiative was in competition with their other responsibilities within their respective departments or organization. These factors are limiting the potential scaling up of the country-level actions for the DJY; there are still ILO and UN initiatives related to youth employment that do not fall under the umbrella of the DJY. As mentioned in the conclusions, the contribution of staff from both the ILO and other agencies to the DJY seem the depend heavily on personal motivation.

The added value of working under the umbrella of the DJY when implementing country-level actions should be well defined and well communicated within the ILO and partners. For example, the added value that consulted stakeholders saw in working with the Initiative (access to a pool of relevant partners and knowledge) should be communicated and well known across the ILO's departments and offices.

To ensure increased coherence across the ILO's Development Cooperation projects related to youth employment implemented by the ILO, clear internal incentives should be created within the ILO. This would give leverage for the Initiative to mobilize ILO resources from other departments and donors. The ILO should ensure that there is increased coherence on youth employment issues within the ILO itself. Since one of the objectives of the Initiative is to increase coherence among partners on youth employment issues, this increased coherence should first be ensured within the ILO itself.

Recommendation 3: The Initiative's Secretariat should develop a theory of change explaining and illustrating the mechanisms by which the alliance is seeking to achieve youth employment outcomes.

Related to findings: 10.	**Priority**: Medium.
Relevant stakeholders: The Initiative's Secretariat, members of the ad hoc governance structure.	**Resource implications**: Medium: mobilization of human resources.

As mentioned in finding 10, the Initiative does not count with a clear theory of change (ToC). The Secretariat should consider developing a theory of change in which the links between the achievement of the different pillars of the initiative are clearly described, with assumptions and risks identified. For example, the ToC could highlight the fact that the first and third pillars of the initiative, the creation of the alliance of the Knowledge Facility, seem to be the necessary preconditions to enable effective and coordinated country and regional actions (pillar 1). In other words, developing this ToC would help better understand and explain how the early achievements of the DJY (alliance and knowledge) can set the stages for producing more results down the line (more resources mobilized for country-level actions). Identifying the assumptions on the process through which the early achievements of the Initiative leads to more results and can bring valuable insights for the development of the resource mobilization and sustainability strategies.

Within this exercise, clear targets should be identified regarding the reach of the Initiative. Examples of possible targets that could be established are numerical targets in terms of number of regions, countries, and number of young people to be reach, and the amount of resources mobilized for the implementation

of country-level actions. The ToC should also reflect the Initiative's contributions to the SDGs. A well-developed theory of change, with clear targets, is also an effective communication tool that could be used to mobilize additional partners and resources. The ToC will also be a useful foundation for the monitoring of the DJY's achievements.

In this process, the Initiative Secretariat could hire an external consultant to facilitate the process. Members of the ad hoc governance structure should also be included, since their buy-in is still an important determinant of the sustainability of the DJY Initiative.

Recommendation 4: To ensure the scaling up of the initiative, the ILO should consider increasing human resources available for the tasks associated with the DJY Secretariat.

Related to findings: 14.	**Priority**: Medium.
Relevant stakeholders: The Initiative Secretariat and the ILO as a whole.	**Resource implications**: Medium: funding for additional human resources.

As mentioned in finding 14, there was a relatively high turnover among the staff supporting the DJY coordinator, which is negatively affecting the capacity of the Secretariat to scale up engagements with new partners. If additional partners are to be brought under the umbrella of the alliance, more staff should be hired within the Initiative Secretariat.

Appendix I Terms of Reference

Terms of Reference

Final Independent Project Evaluation

Project title:	Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth (GLO/16/17/ESP)
Project duration	November 2017 - March 2020 (Extended to December 2020)
Project budget	2.000.000 €
Technical backstopping unit	Employment and Labour Market Policies Branch (EMPLAB)
Administrative unit	Employment Policy Department
Type of evaluation	Independent
Evaluation expected duration	3 months (June to August 2020)
Evaluation management	ILO Employment Policy Department

1. Introduction and Justification

The Project *"Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth"* is a 2 million Euros initiative funded by the Government of Spain (specifically the Ministry of Employment and Social Economy, hereafter referred as the Ministry) and implemented by the ILO. Its overall objective is to support the launch of the Global Initiative on Decent Jobs for Youth (hereafter referred as DJY), the overarching platform for the promotion of youth employment in support of the 2030 Agenda for Sustainable Development. The Project focuses on establishing a strategic multi-stakeholder alliance, kick starting concrete activities at country level based on the DJY thematic priorities, establishing a knowledge facility on youth employment, and mobilizing resources to advance DJY and ensure its sustainability.

While initially planned for a 24-month period (November 2017 - October 2019), the project was extended to 31 December 2020 due to the rescheduling of activities seeking high-level engagement by ILO and the Ministry and the subsequent implications of the COVID-19 pandemic on planned activities. As stipulated in the project document, it is subject to a final independent evaluation.

The main **purpose** of this final evaluation is accountability and learning. The evaluation should indicate to the ILO and the Ministry the extent to which the project has achieved its objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of the project's outcomes.

2. Background on Project and Context

1) The Youth Employment Challenge

Worldwide, over 68 million youth are unemployed and nearly 126 million youth are working yet living in poverty. These figures embody a massive waste of potential and a threat to social cohesion. Despite widespread recognition of how vital it is to invest in both the quantity and the quality of jobs for youth, efforts remain fragmented and low scale.

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2) Origin of the Global Initiative on Decent Jobs for Youth

the High-level Committee on Programmes (HLCP) supported the establishment of a time-bound inter-agency Task Team in late 2014, open to all HLCP members to develop and launch the DJY. Under ILO lead, the following entities of the United Nations worked collaboratively throughout 2015 to develop the strategy of this Global Initiative: FAO, ITC, ITU, UNCTAD, UNDESA, UNDP, UNEP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNIDO, UNRWA, UN-WOMEN, UNWTO, WIPO, the World Bank Group and (ex officio) the Office of the Secretary-General's Envoy on Youth. On 18 November 2015, after a positive review process, the UN CEB endorsed DJY's strategy and complimented it as a template for assisting member states implement the 2030 Agenda for Sustainable Development.

In February 2016, during the opening of the ECOSOC Youth Forum, the ILO Director General announced the establishment of DJY on behalf of the UN entities that comprised the Task Team. The ILO set off to advance the foundations of the partnership with the support of a team of six additional entities identified as the kick-off team.

With the UN system at its nucleus, DJY aimed to bring together a diverse group of stakeholders from governments, social partners, youth and civil society, the private sector, regional institutions, parliamentarians, foundations, and academia.

The strategy of Decent Jobs for Youth is based on four pillars:

1. Building a strategic alliance of multiple actors to advocate, ensure policy convergence, stimulate innovative thinking and mobilize resources

2. Scaling up evidence-based action and impact at the regional and national level across key thematic priorities[1] in line with the 2030 Agenda for Sustainable Development

3. Sharing and applying knowledge through the Knowledge Facility by capturing, analysing and sharing best practices, highlighting innovative approaches and facilitating learning

4. Mobilizing resources by securing high-level commitments from national, regional, and international actors

3) Interest from the government of Spain

In January 2016, the Ministry informed the ILO about its interest to support financially the DJY through a development co-operation project. The ILO and the Ministry worked collaboratively in the development of a project and a finalised a mutually agreed project document in September 2016. Due to a newly formed government, following the 2016 election in Spain, the resources were only transferred to the ILO in October 2017, which marked the start of the project implementation period.

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[1] (i) Green Jobs, (ii) Digital jobs for youth, (iii) Quality apprenticeships; (iv) Youth in fragile situations; (v) Youth transition to the formal economy; (vi) Youth in the rural economy; (vii) Youth entrepreneurship and self-employment; and (viii) Young workers in hazardous occupations.

4) The project

It is important to differentiate the Spanish-funded project from the DJY partnership. DJY is a UN multi-stakeholder initiative led by the ILO. The development co-operation project, financed by the Ministry, was crafted to support ILO's role in devising the underpinnings of the partnership and placing it on a path for sustainable development.

4.1) Project strategy

The **immediate objective** of the project was to support the tasks of the ILO in the launch and deployment of the Global Initiative on Decent Jobs for Youth.

Expected outcomes of the project:

A. <u>Decent Jobs for Youth is launched with great visibility and high-level political engagement:</u> The launch of the partnership was regarded as a composite of successive and synchronized events, complemented by a consultative and repeated process of dialogue with diverse youth employment actors. The figure of "Champions" sought the support of highly recognized leaders to advance advocacy and communications of the partnership.

B. <u>Foundational elements of the partnership are established</u>, e.g. communications strategy, a roadmap, governance structure and modality of engagement. Furthermore, the project served as a basis to leverage more resources from diverse sources.

Expected outputs of the project:

- The strategic multi-stakeholder alliance is established.
- Concrete actions are initiated at the national level based on the identification of the thematic priorities of the Global Initiative.
- The Decent Jobs for Youth Knowledge Facility is launched, as well as the respective coordination processes with different agencies and actors.
- The resource mobilization and sustainability strategy is developed.

Links to ILO Youth Employment Strategy: The ILO work on youth employment is inspired by the 2012 ILC Resolution "<u>The youth employment crisis: A call for action</u>", and its <u>follow up action plan</u>. The project builds on the pillars of the "Call for Action" (hereafter) to structure technical content on youth employment across its strategy (outcomes and outputs) and to deliver on the partnerships and advocacy stream of the follow up action plan.

Links to ILO Programming: The project is mapped to Outcome 1 of the ILO's Program and Budget (P&B) 2016-2017; Outcome 1 of P&B 2018-2019; and Outcome 3 of P&B 2020-2021 P&B.

Links to the 2030 Agenda for Sustainable Development: Provided the direct connection of Decent Jobs for Youth to the 2030 Agenda, it is worth highlighting the connection of the project to the following youth employment related targets; 8.3, 8.5, 8.6, 8.b, 4.4, 9.3.

4.2) Project observed results at a glance

Outputs	Key results	Implementation notes and changes vis-à-vis the PRODOC
The strategic multi-stakeholder alliance is established.	• The engagement platform www.decentjobsforyouth.org was fully developed and continues to be regularly updated and refined. • The commitment approach was introduced to sustain a dynamic and inclusive engagement with different engagement groups. • A convening agenda was developed with partners, with focus on an annual partners conference.	• ILO senior management recommended an agile structure and postponed the decision on convening a high level governing body.
Concrete actions are initiated at the national level based on the identification of the thematic priorities of the Global Initiative.	• Thematic plans were jointly published with partners to flesh out the partnership's value proposition across the themes and guide country level work. • The project supported activities in Nigeria (on the national youth employment strategy), as well as policy dialogue in Senegal (on youth entrepreneurship and self-employment). • Regional engagement took place in West Africa (with dedicated action in the Sahel region) as well as in Latin America and Asia. • A Joint Programme was developed with ITU for youth employment promotion in Africa's digital economy. • A Regional research initiative for Africa was launched in 2018. • Commitments by partners impact youth employment action and investments in over 190 countries.	• In 2018, the UN adopted the UN Youth Strategy ("Youth 2030"), whose development was supported by the Decent Jobs for Youth Secretariat.
The Decent Jobs for Youth Knowledge Facility is launched, as well as the respective coordination processes with different agencies and actors.	• The Knowledge Facility was launched in 2019 and hosts over 400 key youth employment resources. • Partners contributions are received regularly • An important pipeline of new publications has been created	• The Facility was designed with partners and organizations with existing platforms, to secure value addition and synergies. • A global survey guided the process (incl. stakeholders from 100+ countries)

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Outputs	Key results	Implementation notes and changes vis-à-vis the PRODOC
The resource mobilization and sustainability strategy is developed	• Two mappings of funders' activities and priorities were supported through the Youth Employment Funders Group in 2018 and 2019. • The project was leveraged to mobilize (i) new/fresh resources from the government of Luxembourg, Citi Foundation, the 2030 Agenda Sub-Fund, the Dutch-funded Prospects project; and (ii) in kind resources.	• The ambition of the project to link the partnership to the SDG Fund (also funded by Spain) was interrupted by the UN Reform, which prompt changes in the management and operational guidelines of the Fund.

4.3)Institutional and Management Set-Up

The project is based in the ILO Employment Policy Department. The department's Director is the high-level official responsible for the project. He is supported by the Chief of the Employment and Labour Markets Branch, who directly supervises the work of the Coordinator of DJY. The Coordinator is supported by a Secretariat team, comprised by technical staff. The team size during the project duration was on average 3 professional staff and 2 interns. The department lends administrative support to the Secretariat.

Regular communication and collaboration were established with the ILO Youth Employment Programme Unit and other units and branches across the ILO. Bimonthly Newsletters and regular notifications about knowledge products and events allow the sharing of results and activities with the membership and broader mailing list.

Project delivery was supported through (i) quarterly meetings with the core UN partners, which was sustained through 2018; and (ii) weekly team meetings established in late 2018 as the Secretariat team grew in size and complexity of tasks. The Secretariat maintained records of all meetings and follow up actions to track on commitments and responsibilities within the ILO and UN teams. Two project reports were submitted to the Ministry covering the years 2017 and 2018 respectively (calendar years). A report for 2019 is expected to be submitted in May 2020.

Gender, Human Rights, non-discriminatory approach

The project outputs rely on and promote the guiding principles of DJY. The Guiding Principles are a set of 15 key axioms that set the basis for effective youth employment action. They stress the importance of delivering on both quality and quantity of jobs for youth. They call for balanced supply and demand side interventions that prioritize gender equality and youth rights, and prompt complementarity and coherence between public policies and private investments.

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3. Purpose and Scope of the Final Independent Evaluation

Purpose

The main purpose of this final evaluation is accountability and learning. The Evaluation should help identify what has worked well and to derive success factors and lessons learned. The knowledge generated by the Evaluation will also feed in the design of future implementation models and contribute to documenting management and delivery approaches supporting the sustainability of DJY.

Key clients of the evaluation are the ILO (Employment Policy Department, including the team serving as DJY Secretariat), the ILO Office more broadly, and the Ministry. The evaluation should ensure the involvement of these stakeholders during the evaluation process.

The evaluation should assess specifically how the intervention is relevant to the ILO's P&B 2016-17, 2018-19 and 2020-21 related outcomes as well as the SDGs.

The timing of the evaluation will allow for institutional learning regarding sustainability and next steps for the ILO's youth employment agenda as well as DJY.

Evaluation outcomes

a. Assess the relevance of the Project design, theory of change and the validity of the assumptions in light of the results achieved.

b. Determine the contribution of the Project to improved youth employment policy design and implementation, as well as the alignment to Outcome 1 of the ILO's P&B 2016-2017[2] and 2018-2019, and Outcome 3 of the 2020-2021[3] P&B;

c. Asses if the Project's results coincide with the outcomes and indicators agreed by the donor and the ILO;

d. Identify the supporting factors and constraints that have led to achievement or lack of achievement;

e. Assess the management and implementation of the project including approach to delivery and partnerships;

f. Identify lessons learned, especially regarding models of interventions that can be applied further. The evaluation should (i) produce relevant recommendations for the design and implementation of future DJY work streams as well as its sustainability and (ii) contribute to documenting management and delivery approaches in light of ILO's effective or potential leading role in UN multi-stakeholder initiatives; and

g. Provide other relevant recommendations to future development and implementation of other projects of this type.

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[2] "More and better jobs for inclusive growth and improved youth employment prospects". The Project aimed to contribute to reach goal 1.2: "Member States that have taken targeted action on decent jobs and skills for young women and men through the development and implementation of multi-pronged policies and programmes"

[3] "Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all"

Scope

The Evaluation will cover the period from November 2017 (inception) to March 2020. Some activities and tasks have been re-scheduled and will be delivered by December 2020. Ongoing or planned activities will not be the subject of this evaluation.

The evaluation's scope focuses on the project strategy, activities, and results. Other ILO actions and projects in support of DJY as well as ILO's work on youth employment will be taken into consideration to clarify the project context and how the ILO leveraged the project but will not be assessed by the evaluation.

Given the importance of the project in supporting preparatory activities of DJY as well as supporting the ILO's youth employment agenda, the UN Youth Strategy and thus, ultimately, the 2030 Agenda, particular emphasis will be placed on lessons learnt, success factors and good practices which have a potential for replication in upcoming projects.

The evaluation will integrate gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology and all deliverables, including the final report.

The Evaluation should take no more than 3 months (June – August 2020).

4. Evaluation Criteria and Questions

The evaluation utilises the Organisation for Economic Co-operation and Development and Development Assistance Committee (OECD DAC) evaluation criteria 2019 update as defined below:

- Relevance: the extent to which the intervention objectives and design respond to beneficiaries' requirements, sub-regional, national and local priorities and needs, the ILO constituents' priorities and needs, and the donor's priorities and continue to do so if circumstances change;

- Coherence: the extent to which other interventions support or undermine the intervention, and vice versa. This includes internal coherence and external coherence, in particular, synergies and fit with national initiatives and with other donor-supported projects and project visibility;

- Validity of design – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs;

- Effectiveness: the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups;

- Efficiency: the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way and uses resources well;

- Effectiveness of management arrangements;

- Impact: the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects including at regional and country level as well as across diverse engagement groups;

- Sustainability: The extent to which the net benefits of the intervention continue or are likely to continue. Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time.

Evaluation questions

The evaluation will examine the project on the basis of the questions listed below and against the standard evaluation criteria mentioned above from an evidence-based approach. The evaluator/s will start from the proposed set of questions and develop a more detailed analytical structure. Gender equality concerns[4], people with disabilities, inclusion of minorities and other SDGs[5] related targets will be taken into account throughout the evaluation.

1. Relevance

- Does the project's objectives, design and strategy respond to partners, beneficiaries and policy needs?

  Including:

  - o Does the project respond to the needs of young people, including young women and young persons with disabilities, in the areas of decent work and youth employment?

  - o Does the project respond to the needs of other youth employment stakeholders, including global, regional and national needs as well as youth employment priorities of the donor?

  - o Does the project respond to needs captured by the 2030 Agenda for Sustainable Development?

  - o Does the project respond to the ILO's Programme and Budget (P&B) 2016-17, 2018-19 and 2020-21 related outcomes?

  - o What are the trade-offs between different priorities and needs?

  - o Has the project been responsive to changes (political, legal, institutional, partnership-related) in needs?

2. Coherence

- To what extent does the project complement other interventions and contributes to a coherent approach?

  Including:

  - o To what extent are the project's objectives aligned to the DJY Initiative, other ILO and UN youth employment initiatives, as well as youth employment initiatives outside the ILO? What are the coordination mechanisms and interlinkages with the project?

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[4] Guidance Note 4: Integrating gender equality in monitoring and evaluation
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf
[5] SDG related reference material at *http://www.ilo.ch/eval/eval-and-sdgs/lang--en/index.htm*

- o To what extent the project supported or was supported by non-ILO youth focused initiatives? What were the connecting mechanisms?
- o To what extent has the donor and key stakeholders undertaken ownership of the project since the design phase?
- o How does the project align with regional or national policy development planning in regions and countries where the project focused on?

3. Validity of design

- To what extent is the design of the project adequate to achieve the intended results?

Including:

- o To what extent is the logical framework appropriate, given the expectations of the ILO and the donor?
- o To what extent did the design of the project consider human rights, people with disabilities, gender equality concerns and the 2030 Agenda for Sustainable Development in its problem analysis?
- o To what extent the planned activities were in line with the logical framework, coherent and realistic?
- o Are the results frameworks including clear and useful indicators and verification methods? To what extent are concerns related to gender-equality and people with disabilities included? Are SDGs referenced (at the goal, target, indicator level)?
- o How realistic were the risks and assumptions upon which the project logic was based?

4. Effectiveness

- To what extent has the project achieved its objectives and results?

Including:

- o To what extent have achievements differed across the objectives and output areas of the project?
- o To what extent the project was effective in including gender equality and inclusion of people with disabilities concerns within the context of project's activities?
- o How effective has the communication strategy been at disseminating project results and their links to the 2030 Agenda? What evidence exists regarding its reception?
- o What were the main factors that facilitated and/or limited the achievement of project results?

5. Effectiveness of management arrangements

- To what extent were management arrangements effective?

Including:

- o Has the project received adequate political, managerial, technical, and administrative support from the ILO both in HQs and field offices when required?

- o To what extent monitoring mechanisms of project performance, risks and achievements have been appropriately used?

- o What procedures were employed by project management to adapt design and implementation strategies to specific contexts and needs? And in the face of unforeseen changes?

- o How effective was the communication between the project team, the donor and other stakeholders?

- o How has the project made strategic use of coordination and collaboration with other ILO, UN and non-UN partners to increase its efficiency and effectiveness?

6. Efficiency

- To what extent the project delivered results in an economic and timely way?

    Including:

    - o To what extent were project results achieved in the most cost-effective way given the human and financial resources, expertise and workplan?

    - o Has the project's budget structure and financial planning process ever represented an obstacle to efficiently use, allocate and re-allocate financial resources?

    - o To what extent did the project leverage additional resources (financial, partnerships, expertise) to amplify the outcomes of the project and to contribute to greater gender-equality, inclusion of people with disabilities and the achievement of the SDG?

    - o What were the main facilitation and/or limiting factors?

7. Impact

- To what extend has the project generated, or is expected to generate, direct or indirect positive and negative higher-level effects?

    Including:

    - o What have been the main intended and unintended effects of the project?

    - o What contribution did the project make towards achieving its long-term potential transformative objectives?

    - o To what extent did the project, contribute to the ILO's and stakeholder's approach to youth employment strategy and policy formulation including gender equality, people with disabilities and the SDGs?

    - o How has the project enhanced ILO's institutional capacities in regard to youth employment?

8. Sustainability

- To what extend are the outcomes of the project likely to be sustained?

    Including:

    - o What is the current status of the DJY?

    - o Are net benefits likely to be sustained and utilized after the end of the project?

- o How are the outcomes of the project likely to contribute to the sustainability strategy of the DJY?

- o What financial, economic, social, environmental, and institutional capacities need to be in place to enhance the sustainability of DJY? Which ones are priorities?

- o What is the level of ownership and capacity that donor and other stakeholders have for undertaking further collaboration?

- o What successful strategies and which best practices have the most potential for replication?

The evaluator may adapt the evaluation criteria, questions and methodology, but any changes should be agreed between the evaluation manager and the lead evaluator and reflected in the inception report.

5. Methodology

The evaluation methodology should use a mix of qualitative and quantitative methods and capture the project's contributions to the achievement of expected and unexpected outcomes. The evaluator/s are expected to refine the evaluation methodology and state the limitations of the chosen methods before undertaking the evaluation, including it in the inception report, which will be approved by the Evaluation Manager.

Cross-cutting themes

o Gender equality, people with disabilities and other non-discrimination issues should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This implies involving both women and men in the consultation, evaluation analysis and evaluation team. Moreover, the evaluator/s should review data and information disaggregating by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. Related information should be accurately included in the inception report and final evaluation report.

o The methodology should include an examination of the project's theory of change as well as ensure the involvement of key stakeholders in the implementation and the dissemination processes.

Envisaged steps include the following:

1. Desk review: Identifying information needs and available sources, review of project materials, publications, data, etc.

2. Inception meeting with the project team through conference calls. The objective of these meetings is to cover the following issues: reach a common understanding regarding the status of the project, logistical arrangements of the evaluation, the availability of project documents and materials, key evaluation questions and priorities, outline of the inception and final report.

3. Submission of an Inception Report with the final methodology and Work Plan. The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager, and it will indicate the steps/phases and dates of the process in which the Evaluation will take place.

4. Any additional data collection prior to the evaluation interviews (as described below), as required by the proposed methodology.

5. Evaluation interviews (individual or collective) with stakeholders:

    a) ILO: Department Management Coordination Unit of the Employment Policy Department Unit and the Decent Jobs for Youth Secretariat.

    b) Ministry of Employment and Social Economy of Spain as donor, and any other relevant Ministries identified, as well with the ILO Office for Spain (ILO Madrid).

    c) Other relevant stakeholders; including beneficiaries, partners and others.

    * The lead Evaluator (consultant) will be responsible for scheduling all meetings with stakeholders based on a detailed list of stakeholders, including contact details, provided by the project staff.

6. Debriefing upon completion of the evaluation activities with the project staff and evaluation manager. Debriefing session includes a description of preliminary conclusions and recommendations of the evaluation.

7. The lead evaluator circulates the draft report to project staff and evaluator manager. the evaluation manager and the project team review the draft report with a view to identifying factual issues, which need to be addressed by the evaluator (if any).

8. Evaluation manager circulates the draft report to stakeholders and organizes an online meeting to provide them with a preliminary view of the evaluator's findings and recommendations. The evaluation manager is responsible of compiling feedback consolidated comments and send them to the lead evaluator.

9. Lead evaluator prepares the final draft report. Evaluation manager circulates to project staff and the Ministry of Employment and Social Economy of Spain.

10. Debriefing with the evaluation manager, project staff and the Ministry of Employment and Social Economy of Spain after submission of the draft final report.

11. The lead evaluator is responsible of delivering a final report based on stakeholders' feedback and ILO standard requirements. The final report is consolidated by the evaluation manager (if needed).

Final Report (professionally edited) should include:

- Executive Summary with key findings (no more than 10 pages);
- Clearly identified conclusions and recommendations;
- Lessons learned (at least 5);
- Potential good practices and effective models of intervention (at least 5); and
- Appropriate Annexes including the TORs for the independent evaluation.

The evaluation is being carried out in the middle of a pandemic caused by the Covid19 virus which severely restricts the mobility of staff and evaluation consultants. Therefore, the evaluation process is expected to take place completely remotely and relying on online methods such video-conferencing technology, online surveys and other forms of online and virtual approaches building on EVAL's guidance note "COVID-19: Conducting evaluations under challenging conditions". Any contractual implications will be identified at the time of the scoping and as further planning take place. Adjustments will be made to the contract as necessary and as possible within parameters. Any adjustments will need to be assessed against required quality standards to ensure the evaluation remains credible. Use of such specific methods to be agreed with the evaluation manager.

6. Responsibilities and Deliverables

The lead evaluator will be responsible for:
- The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with evaluation manager, and for delivering in accordance with the ILO's specifications and timeline;
- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;
- Being available, if required, to take part in briefings and online discussions on dates to be agreed, in line with the work outlined in these TORs.

Deliverable 1. Inception report with methodology

The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables, including a revised workplan (tentative workplan)

Guidance documentation:

- o [Checklist 3: Writing the inception report](#)

Deliverable 2. Draft evaluation report

To be submitted to the evaluation manager in the format prescribed by the ILO.

Guidance documentation:

- o Checklist 5: Preparing the evaluation report

Deliverable 3: Presentations of draft report

A presentation should be prepared for the ILO, project staff and the Spanish Ministry of Employment and Social Economy on the draft report, to be used during the debriefing (via videoconference).

Deliverable 4. Final evaluation report with executive summary

To be submitted to the evaluation manager. The quality of the report will be determined based on quality standards defined by the ILO Evaluation unit by using the relevant checklists.

Guidance documentation:

- o Checklist 6: Rating the quality of evaluation reports

- o Checklist 8: Preparing the evaluation summary

The lead evaluator will report to the Evaluation Manager appointed by the ILO in line with the process of managing and implementing independent evaluations overseen by the ILO independent Evaluation Office. The lead evaluator and project staff should bring any technical, methodological, and logistical problems encountered during the evaluation process to the attention of evaluation manager. The Evaluation will be conducted with logistical support and services of the Project Secretariat and the ILO Office in Geneva.

7. Management Arrangements and Workplan

The lead evaluator should have:

- Master's Degree in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong research experience;

- A minimum of 10 years' experience in conducting projects and programme evaluations, with demonstrated experience in evaluating youth employment-related programmes.

- Proven experience with program evaluation, logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;

- Full proficiency in Spanish and English, as discussions with project staff and beneficiaries will take place in both languages. Knowledge of French is an asset;

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- Excellent knowledge of the ILO mandate, tripartite structure and technical cooperation activities, as well as experience within the UN System;

- Excellent communication, interview and report writing skills;

- Demonstrated ability to deliver quality results within strict deadlines.

- Understanding of youth employment policy issues in developing countries;

- Good interpersonal and cross-cultural communication skills; and

- Facilitation skills and ability to manage diversity of views in different cultural contexts.

- ✓ A statement of availability for the assignment (specifying available starting dates in May 2020) will be needed, along with a daily rate for the evaluation work as well as any other potential cost and a breakdown of working days according the expected outcomes (see list above) and a preliminary timeline.

Tentative workplan

Below is an indicative schedule to be updated in the inception report. All deliverables will be submitted to the evaluation manager.

Deliverables timeline	Date	Days of work	June		July		August	
1. Consultant starts working	**June 1**	-						
1.1 Initial breafing with Evaluation Manager and Project Staff								
1.2 A desk review of programme related documents								
1.3 Evalutor prepares Work Plan inclduing; Aapproach, methods, TOC and other key aspects		7						
2. Inception report with methodology (Deliverable 1)	**June 10**							
2.1 Inception report is reviewed and approved by project staff and REO or DFP. Evaluator modifies if necesary.	**June 19**	1						
2.2 Interviews								
2.3 (Short) Debriefing upon completion of the evaluation activities with EM and project staff.	**July-10**	10						
3.1 Debriefing session on preliminary conclusions and recommendations with EM and project staff								
2.4 Debriefing session on preliminary conclusions and recommendations with EM and project staff		5						
3. Draft report (Deliverable 2)	**July 17**							
3.2 Draft report Is reviewed by project staff and EM, and approved. Evaluator modifies if necesary.								
3.3 Draft report is shared and presented to the stakeholders. Evaluator modifies if necesary.		10						
4. Presentations of final draft report (Deliverable 3)	**July 28**							
4.1 Debriefing with the ILO and the Ministry of Employment and Social Economy of Spain after submission of the draft final report. Evaluator modifies if necesary.		2						
5. Final evaluation report with executive summary (Deliverable 4)	**August 6**	7						
	Total	**42**						

The number of workdays needed for the completion of the work is estimated to be 42.

Final report will be translated into Spanish during the month of August. Final Evaluation Report translation into Spanish will not be considered part of the evaluation as such and will be coordinated by the Evaluation Manager.

Completion and acceptance of all deliverables will be based on the criteria set out by the ILO Evaluation Unit which are outlined in the checklist accessible at the following link:

Checklist 10: Documents for project evaluators

7. Legal and Ethical Matters

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. UNEG code of conduct will be followed.

The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluator will abide by the EVAL's Code of Conduct for carrying out the evaluations.

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO. Completion and acceptance of the final report will be based on the criteria set out by the ILO Evaluation Unit as specified in the checklists.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows. Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and confirmed acceptance of them.

All data and information received from the ILO for the purpose of this assignment will be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

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22 / May / 2020

Appendix II Evaluation Matrix

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
RELEVANCE *TOR: Does the project's objectives, design and strategy respond to partners, beneficiaries, and policy needs?*			
1. To what extent does the **project's objectives** respond to existing needs in the area of decent work and youth employment at global level?	a. To what extent does the project align to development plans in regions and countries where the project focused on? b. To what extent does the project respond to the needs of young people in the areas of decent work and youth employment? c. To what extent does the project respond specifically to the needs of young women and young persons with disabilities?	i. Evidence of alignment to national or regional priorities of countries/regions of intervention. ii. Stakeholders' and tripartite constituents' perception suggesting that the project respond to the needs of young people including young women and young persons with disabilities. iii. Stakeholders' perception on the value added of the project with regard to the DJY and other initiatives in youth employment. iv. Evidence that the project seeks to address human rights, as well as the situation of people with disabilities and on gender equality.	**Documents** • PRODOC • ILO strategy documents (P&B Outcomes) • Other stakeholders' documentation (national policies, strategies) **Individual remote interviews** • ILO project staff[80] • ILO technical staff[81] • The Ministry of Employment and Social Economy of Spain • UN partners • Other partners
2. Is the project aligned to the **international commitments** made in the area of youth employment, including the SDG agenda, P&B	a. To what extent is the project aligned to 2030 Agenda for Sustainable Development, and specifically with SDG 8 on decent	i. Stakeholders' perception suggesting that the project is aligned with the priorities of their organization. ii. Evidence that project' objectives are aligned the 2030 Agenda for	**Documents** • PRODOC • ILO strategy documents (P&B Outcomes) • SDG documentation • Other stakeholders' documentation

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[80] Includes ILO staff with direct and indirect management responsibilities, and the Secretariat team

[81] Includes ILO technical staff involved in thematic work, and ILO staff involved in resources mobilization

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
Outcomes, and International Labour Standards?	work and economic growth? b. How does the project respond to the ILO's Programme and Budget (P&B) 2016-17, 2018-19 and 2020-21 related outcomes and to International Labour Standards? c. To what extent did the project remain aligned to the donor's priorities?	Sustainable Development in its problem analysis. iii. Evidence that project's objectives are informed by social dialogue, including ILO's P&B Outcomes. iv. Evidence of alignment to ILS	**Individual remote interviews** • ILO project staff • ILO technical staff • The Ministry of Employment and Social Economy of Spain • Other partners • UN Partners
COHERENCE			
TOR: To what extent does the project complement other interventions and contributes to a coherent approach?			
3. To what extent does the project **complement** other youth employment initiatives within the ILO and outside of the ILO?	a. To what extent does the project align with the DJY Initiative and complement other ILO or UN youth employment initiatives? b. To what extent did coordination mechanisms and interlinkages between the ILO and other initiatives exist? c. To what extent the project supported or was supported by both ILO and non-ILO youth focused initiatives, including regional or national policy development planning in regions and countries where the project focused on?	i. Evidence that the project design took into account other ILO, UN and non-ILO/UN youth employment initiatives. ii. Evidence that coordination and collaboration mechanisms with other ILO, UN and non-UN partners, as well as with the donor, were put in place and utilized. iii. Partners' perception, including the donor's perception, on the value added of investing resources in the DJY compared with other initiatives on youth employment. iv. Stakeholders' perception on the role of ILO as lead of the DJY.	**Documents** • PRODOC • ILO strategy documents (P&B Outcomes) • Other stakeholders' documentation **Individual remote interviews** • ILO project staff • ILO technical staff • UN partners • Other partners

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
VALIDITY OF DESIGN *TOR: To what extent is the design of the project adequate to achieve the intended results?*			
4. To what extent was the project design adequate to achieve the intended results?	a. To what extent is the logical framework appropriate, given the expectations of the ILO and the donor? b. How realistic were the risks and assumptions upon which the project logic was based? c. To what extent are concerns related to gender-equality and people with disabilities included in the logical framework? d. To what extent are the indicators from the logical framework clear and useful, and appropriate and verification methods? e. To what extent are SDGs referenced in the logical framework (at the goal, target, indicator level)?	i. Plausibility of logical links between project activities, outputs, outcomes, and their respective indicators. ii. # of SMART indicators in the logical framework. iii. Evidence the planning and monitoring tools included HR, gender and disabilities issues. iv. Stakeholders perception on the extent to which the risks and assumptions upon which the project logic was based were realistic. v. Extent to which planned activities are in line with the logical framework, coherent and realistic. vi. # of indicators in the logical framework that include reference to gender-equality and people with disability. vii. # of indicators in the logical framework that include reference to the SDGs or reflect the SDGs, disaggregated by outcome levels.	**Documents** • PRODOC • Logical framework • ILO strategy documents (P&B Outcomes). • Monitoring products **Individual remote interviews** • ILO project staff • The Ministry of Employment and Social Economy of Spain
EFFECTIVENESS *TOR: To what extent has the project achieved its objectives and results?*			
5. To what extent has the project achieved its objectives and results?	a. To what extent were output and outcome level results achieved? b. To what extent was the communication strategy effective disseminating	i. % of outputs on track for a timely delivery of project activities. ii. % of outcomes on track for a timely achievement of project objectives iii. Level of satisfaction of stakeholders with the	**Documents** • Workplans • Logical framework • Monitoring products **Individual remote interviews** • ILO project staff

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
	project results and their links to the 2030 Agenda? c. What were the main external factors and how did they facilitated and/or limited the achievement of project results, including the COVID-19 pandemic?	products and services delivered by the project. iv. Perceptions on the effects of project communication efforts on the behaviours of project partners in relation to youth employment. v. Evidence that partners' commitment and engagement with the project and the DJY resulted in behavioural changes with regard to addressing youth employment issues. vi. Evidence of usage of gender-disaggregated data in reporting and decision-making. vii. Stakeholders' perception on the challenges related to implementation, including the COVID-19 pandemic. viii. Stakeholders' perception on the adequateness of mitigation measures put in place by the project to address specific challenges, including the COVID-19 pandemic.	• ILO technical staff • The Ministry of Employment and Social Economy of Spain • UN partners and other partners
EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS			
TOR: To what extent were management arrangements effective?			
6. To what extent were management arrangements effective?	a. Has the project received adequate political, managerial, technical, and administrative support from the ILO both in HQs and field offices when required?	i. Document/TOR describing positions/tasks of parties involved in the project. ii. Level of satisfaction of stakeholders on the clarity and usefulness of the management and governance arrangements.	**Individual remote interviews** • ILO project staff • The Ministry of Employment and Social Economy of Spain • UN partners and other partners

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
	b. To what extent has the project Secretariat adopted processes and structures allowing it to remain flexible and adapt the changing context and needs? c. To what extent are the project monitoring mechanisms used to inform decision making?	iii. Stakeholders' perception on the clarity of roles and responsibilities of the parties involved in the project. iv. Evidence of adaptation/changes made to the planning/design documents to meet new/evolving needs. v. Evidence of changes introduced to the logframe to take into account emerging needs on the strategy and approach of the project. vi. Stakeholders' perception suggesting the communication between the project team, the donor and other stakeholders were effective.	
EFFICIENCY			
TOR: To what extent the project delivered results in an economic and timely way?			
7. To what extent did the project deliver results in an economic and timely way?	a. To what extent where activities and outputs implemented according to planned budget and timelines? b. To what extent were the financial resources utilized in a cost-effective manner? c. To what extent did the project leverage additional resources (financial, partnerships, expertise) to amplify the	i. Expenses, disaggregated by outcome, output and types of activities. ii. Perceptions of resources being allocated to areas/interventions susceptible of leading to highest level of results. iii. Challenges relating to resource allocation, if any (human resources, time, expertise, funds etc.). iv. Procedures in place to be cost-effective (i.e. cost-sharing, etc.). v. Adequacy of project choices in view of existing context, infrastructure and cost.	**Documents** • Monitoring products • Documents on project expenditures **Individual remote interviews** • ILO project staff • The Ministry of Employment and Social Economy of Spain

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
	outcomes of the project? d. What were the main facilitation and/or limiting factors?	vi. Level of discrepancy between planned and allocated financial expenditures. vii. # of staff working on the project and their grades. viii. Perception that staff is sufficient/competent to implement the project. ix. Amount of funds leveraged by the project at regional level. x. Amount of funds leveraged by the project at country level. xi. Evidence that the project leveraged non-financial resources (in kind contributions, time, others) from partners.	
IMPACT			
TOR: To what extend has the project generated, or is expected to generate, direct or indirect positive and negative higher-level effects?			
8. To what extend the project is expected to generate direct or indirect positive and negative higher-level effects?	a. What have been the main intended and unintended effects of the project? b. What contribution did the project make towards achieving its long-term potential transformative objectives? c. To what extent did the project to contribute to mainstreaming greater gender equality, inclusion of people with disabilities and the achievement of the SDG in its approach	i. Evidence of unintended effects, positive or negative. ii. Perceptions on the plausibility that the project's contribution might have a long-term effect. iii. Evidence that the project had differentiated, positive effects on gender issues or inclusion of people with disabilities.	**Documents** • PRODOC • Logical framework • Monitoring products **Individual remote interviews** • ILO project staff • The Ministry of Employment and Social Economy of Spain • UN partners and other partners

KEY QUESTIONS	SUB-QUESTIONS	OPTIONAL INDICATORS	DATA COLLECTION METHOD
	to youth employment?		
SUSTAINABILITY			
TOR: To what extend are the outcomes of the project likely to be sustained?			
9. To what extend are the outcomes of the project likely to be sustained?	a. How are the outcomes of the project likely to contribute to the sustainability strategy of the DJY? b. To what extent did key stakeholders take ownership of the project since the design phase? c. To what extent have key stakeholders increased their capacities in matters related to DJY?	i. Stakeholders' perception on the contribution of outcomes of the project to the sustainability of the DJY. ii. Evidence that the project contributed to the ILO's and stakeholder's approach to youth employment strategy and policy formulation including gender equality, people with disabilities and the SDGs? iii. Perception of the donor and key stakeholders of their ownership of the project since inception.	**Documents** • PRODOC • Logical framework **Individual remote interviews** • ILO project staff • The Ministry of Employment and Social Economy of Spain • UN partners and other partners

Appendix III Changes to the questions in the ToR

QUESTIONS IN THE TOR	CORRESPONDING QUESTIONS IN EVALUATION MATRIX[82]	COMMENTS
Relevance		
5. Does the project's objectives, design and strategy respond to partners, beneficiaries and policy needs?	KQ 1	Reformulated, redundant. The design aspect of this question is later addressed under the design criteria and the strategy under effectiveness
6. Does the project respond to the needs of young people, including young women and young persons with disabilities, in the areas of decent work and youth employment?	SQ 1.b And SQ 1.c	
7. Does the project respond to the needs of other youth employment stakeholders, including global, regional and national needs as well as youth employment priorities of the donor?	SQ 2.c and Indicator 1.ii	Reformulated, too broad. We will analyze alignment to donor's and ILO's priorities, and to SDGs.
8. Does the project respond to needs captured by the 2030 Agenda for Sustainable Development?	SQ 2.b	
9. Does the project respond to the ILO's Programme and Budget (P&B) 2016-17, 2018-19 and 2020-21 related outcomes?	SQ 2.c	
10. What are the trade-offs between different priorities and needs?	Removed	Redundant. KQ1 and KQ2 will make any discrepancy between needs and priorities apparent.
11. Has the project been responsive to changes (political, legal, institutional, partnership related) in needs?	SQ 6.b	This is not a relevance question but a management question.
Coherence		
1. To what extent does the project complement other interventions and contributes to a coherent approach?	KQ 3	

[82] "KQ" are key questions, and "SB" are sub-questions.

QUESTIONS IN THE TOR	CORRESPONDING QUESTIONS IN EVALUATION MATRIX[82]	COMMENTS
2. To what extent are the project's objectives aligned to the DJY Initiative, other ILO and UN youth employment initiatives, as well as youth employment initiatives outside the ILO? What are the coordination mechanisms and interlinkages with the project?	SQ 3.a	
3. To what extent the project supported or was supported by non-ILO youth focused initiatives? What were the connecting mechanisms?	SQ 3.a	Redundant, merged with previous question.
4. To what extent has the donor and key stakeholders undertaken ownership of the project since the design phase?	SQ 9.b	This is a sustainability question
5. How does the project align with regional or national policy development planning in regions and countries where the project focused on?	SQ 1.a	This is a relevance question
Validity of Design		
1. To what extent is the design of the project adequate to achieve the intended results?	KQ 4	
2. To what extent is the logical framework appropriate, given the expectations of the ILO and the donor?	SQ 4.1	
3. To what extent did the design of the project consider human rights, people with disabilities, gender equality concerns and the 2030 Agenda for Sustainable Development in its problem analysis?	SQ 4.c	
4. To what extent the planned activities were in line with the logical framework, coherent and realistic?	Indicator 4.i	Reformulated, we will analyze whether there is a logical link between activities, outputs and outcomes.
5. Are the results frameworks including clear and useful indicators and verification methods? To what extent are concerns related to gender-equality and people with disabilities included? Are SDGs referenced (at the goal, target, indicator level)?	Indicators 4.ii, 4.iii, 4.vi, and 4.vii And SQ 4.c, 4.d, and 4.e	
6. How realistic were the risks and assumptions upon which the project logic was based?	SQ 4.b	
Effectiveness		
1. To what extent has the project achieved its objectives and results?	KQ 5	
2. To what extent have achievements differed across the objectives and output areas of the project?	SQ 5.a	

QUESTIONS IN THE TOR	CORRESPONDING QUESTIONS IN EVALUATION MATRIX[82]	COMMENTS
3. To what extent the project was effective in including gender equality and inclusion of people with disabilities concerns within the context of project's activities?	SQ 4.c	Design question
4. How effective has the communication strategy been at disseminating project results and their links to the 2030 Agenda? What evidence exists regarding its reception?	SQ 5.b and indicator 5.iv	
5. What were the main factors that facilitated and/or limited the achievement of project results?	SQ5.c	
Effectiveness of Management Arrangements		
1. To what extent were management arrangements effective?	KQ 6	
2. Has the project received adequate political, managerial, technical, and administrative support from the ILO both in HQs and field offices when required?	SQ 6.a	
3. To what extent monitoring mechanisms of project performance, risks and achievements have been appropriately used?	SQ 6.c	
4. What procedures were employed by project management to adapt design and implementation strategies to specific contexts and needs? And in the face of unforeseen changes?	SQ 6.b	This overlapped with question 7 (relevance) from the ToR.
5. How effective was the communication between the project team, the donor and other stakeholders?	indicator 6.vi	
6. How has the project made strategic use of coordination and collaboration with other ILO, UN and non-UN partners to increase its efficiency and effectiveness?	Question 7.c	Efficiency
Efficiency		
1. To what extent the project delivered results in an economic and timely way?	KQ 7	
2. To what extent were project results achieved in the most cost-effective way given the human and financial resources, expertise and workplan?	SQ 7.a SQ 7.b	
3. Has the project's budget structure and financial planning process ever represented an obstacle to efficiently use, allocate and re-allocate financial resources?	SQ 7.d	
4. To what extent did the project leverage additional resources (financial, partnerships, expertise) to amplify the outcomes of the project and to contribute to greater gender equality, inclusion of people with disabilities and the achievement of the SDG?	SQ 7.c	
5. What were the main facilitation and/or limiting factors?	SQ 7.d	

QUESTIONS IN THE TOR	CORRESPONDING QUESTIONS IN EVALUATION MATRIX[82]	COMMENTS
Impact		
1. To what extend has the project generated, or is expected to generate, direct or indirect positive and negative higher-level effects?	KQ 8	The question has been reformulated to reflect what is actually feasible within the evaluation.
2. What have been the main intended and unintended effects of the project?	SQ 8.a	
3. What contribution did the project make towards achieving its long-term potential transformative objectives?	SQ 8.b	
4. To what extent did the project, contribute to the ILO's and stakeholder's approach to youth employment strategy and policy formulation including gender equality, people with disabilities and the SDGs?	SQ 8.c	Reformulated to focus on gender and inclusion issues
5. How has the project enhanced ILO's institutional capacities in regard to youth employment?	SQ 9.c	Sustainability question
Sustainability		
1. To what extend are the outcomes of the project likely to be sustained?	KQ 9	
2. What is the current status of the DJY?	Removed.	Covered under multiple questions in effectiveness
3. Are net benefits likely to be sustained and utilized after the end of the project?	SQ9.b	Reformulated. We are not measuring net benefits of the intervention.
4. How are the outcomes of the project likely to contribute to the sustainability strategy of the DJY?	SQ 9.a	
5. What financial, economic, social, environmental, and institutional capacities need to be in place to enhance the sustainability of DJY? Which ones are priorities?	9.c	Reformulated. Unclear
6. What is the level of ownership and capacity that donor and other stakeholders have for undertaking further collaboration?	9.b	
7. What successful strategies and which best practices have the most potential for replication?	Removed	We will address this when identifying lessons learned and emerging good practices

Appendix IV List of documents consulted

Documents to support the external evaluation of the Spanish Development Cooperation Project to support the operationalization of the Global Initiative on Decent Jobs for Youth

1. Overarching information:

1.1 Project codes: symbol: GLO/16/17/ESP and IRIS number: 106340

1.2 Project document. ILO (2017). *Documento de Proyecto, "Apoyo a las actividades preparatorias de la OIT para el lanzamiento de la Iniciativa Global sobre Empleo Decente para los Jóvenes"* (GLO/16/17/SPA).

1.3 Agreement with the donor. Ministerio de empleo y seguridad social, ILO (2017). *Acuerdo para la realización del proyecto de cooperación técnica entre el Ministerio de empleo y seguridad social de España y la Organización Internacional del Trabajo*.

1.4 Strategy document endorsed by the CEB in 2015. ILO (2015). *The Global Initiative on Decent Jobs for Youth, The strategy document* (22 October 2015).

1.5 Technical report submitted to the donor for 2017. ILO (2018). *Programa de Cooperación para el Desarrollo – Informe de avance*.

1.6 Technical report submitted to the donor for 2018. ILO (2019). *Programa de Cooperación para el Desarrollo – Informe de avance*.

1.7 Minutes: ILO/Ministry of Labor, Migration and Social Security Meeting of Spain (2019)Alliance

2. Engagement Platform: www.decentjobsforyouth.org

2.1.1 Analytics report since launch of the platform

2.1.2 Organizations registered on the engagement platform

2.2 Commitments: process and follow up

2.2.1 Commitment Guide to Action on Decent Jobs for Youth: EN, SP, FR

2.2.2 Commitment Database

2.2.2.1. All published commitments: https://www.decentjobsforyouth.org/action

2.2.2.2 Database of all commitments (including published, received for review, comments sent):

1.3 Commitment Monitoring Pilot Round 2019

1.3.1   Documents and data analysis of Monitoring Pilot Round 2019

1.3.2   DJY online monitoring approach documents:

2.4 Guiding principles for engagement: EN, SP, FR

2.5 Convening agenda:

2.5.1 Annual Conference

2.5.1.1 Online report 2018: https://www.decentjobsforyouth.org/events/29/en

2.5.1.2 Online report 2019: https://www.decentjobsforyouth.org/events/58/en

2.5.1.3 Annual conference 2020 postponed due to COVID-19 pandemic. Event page: https://www.decentjobsforyouth.org/event/117

2.5.2 Thematic events/meetings:

2.5.3 Digital skills for jobs:

2.5.3.1 WSIS 2017, 2018 and 2019

– 2017: News article on Guy ryder announces ''Digital Skills for Decent Jobs for Youth'' Campaign: *https://www.ilo.org/employment/areas/youth-employment/WCMS_557881/lang--en/index.htm*

– 2018: Description of The Skills Mismatch Session

– 2019: Boosting Youth Employment and Entrepreneurship in the Digital Economy

2.5.3.2 Mobile Learning Week 2018

2.5.4 Youth in Fragile Situations (event delivered prior to the signature of the project but organized in collaboration with the donor under the aegis of the Global Initiative):

2.5.5 Youth Entrepreneurship and Self-employment:

2.5.5.1 Online report YES Forum 2018: https://www.decentjobsforyouth.org/events/32/en

2.5.5.2 Declaration: EN, FR

FR:https://www.decentjobsforyouth.org/images/eventreport/temp/5c127751157fa_YES%20Forum%20Declaration%20FR.pdf

EN:https://www.decentjobsforyouth.org/images/eventreport/temp/5c12779473e19_YES%20Forum%20Declaration%20EN.pdf

2.5.5.3 YES Forum 2019.

Event page: https://www.decentjobsforyouth.org/event/108

YES Declaration 2019 EN.

2.6 Events/meetings with specific engagement groups

2.6.1 UN task team

2.6.2 Academia

2.6.2.1 Meeting of the Global Network of the Academia for Decent Jobs for Youth: 22 February 2020

2.6.2.2 Global Network of Policy Research on Youth Transitions

2.6.3 Youth and civil society

2.6.3.1 ECOSOC Youth Forum 2016, 2017, 2018, 2019

2.6.3.1.1 ECOSOC 2017: News article: http://www.ilo.org/newyork/news/WCMS_543135/lang--en/index.htm

2.6.3.1.2 ECOSOC 2018: Concept note of the breakout session on SDG17:

2.6.3.1.3 ECOSOC 2019: News items:

https://www.decentjobsforyouth.org/event/81

https://www.decentjobsforyouth.org/event/82

2.6.3.2 AIESEC Presidents meeting 2018, 2019

2.6.3.2.1 2018 AIESEC Congress: https://www.decentjobsforyouth.org/event/34

2.6.3.2.2 2019 AIESEC Presidents Meeting: https://www.decentjobsforyouth.org/event/72

2.6.4 Football industry

2.6.4.1 Concept note of the Football for Decent Jobs for Youth meeting 2018

2.7 Communication tools

2.7.1 Strategy

2.7.2 Branding guidelines

2.7.3 Materials: https://www.decentjobsforyouth.org/communications-material

2.7.3.1 Brochure: EN, SP, FR, PT, CN

2.7.3.2 Guiding principles: EN, SP, FR

2.7.3.4 Campaign Digital Skills for Jobs: EN, SP, FR, CN

2.7.3.4 Why Join Note: Working together DJY_UNCT

2.7.4 Decent Jobs for Youth Newsletters

2.7.4.1 May 2019 Issue: https://bit.ly/36NhTdw

2.7.4.2 June - July 2019 Issue: https://bit.ly/2XpSOlT

2.7.4.3 August - September 2019 Issue: https://bit.ly/3cit0w4

2.7.4.4 January 2020 Issue: https://bit.ly/2ZZ3A4e

2.7.5 Decent Jobs for Youth in the press
  – Spain and ILO join forces to promote decent jobs for youth: https://bit.ly/36NZ4Xq
  – Working together to facilitate access to decent jobs for youth in fragile situations: https://bit.ly/2XSj0UW
  – INCLUDE: Youth are the present, not only the future, 2019: https://bit.ly/2TVONmL
  – INCLUDE: New funding to boost decent employment for Africa's youth, 2019: https://bit.ly/2Bk7YQR
  – European Youth Forum joins the UN-led global initiative on Decent Jobs for Youth: https://bit.ly/2XTrjQq
  – Bangladesh commits to global initiative on decent jobs for youth: https://bit.ly/2XSBtRx
  – NEPAD Agency joins ILO's Global Initiative on Decent Jobs for Youth, 2018: https://bit.ly/2U13GUW
  – UN agencies launch youth entrepreneurship and self-employment campaign to boost transition towards decent work: https://bit.ly/3coG4Ab
  – ILO: Innovations for Decent Jobs for Youth: https://bit.ly/2XSbtFF
  – Youth Business International joins Decent Jobs for Youth, 2019: https://bit.ly/3gJLBo8
  – Scaling up action on youth employment with the Global Goals: https://bit.ly/36RvznW
  – The Global Initiative on Decent Jobs for Youth backed by UNIDO and other UN entities: https://bit.ly/3gITs5u

- Luxembourg reaffirms support to the Global Initiative on Decent Jobs for Youth: https://bit.ly/3cm9Wx8
- Nestlé to help 10 million young people access economic opportunities: https://bit.ly/2ZVc2Bh
- Today's Latin American Dream: A Decent Job: https://bit.ly/2yPFa1I
- Digital skills are the key to youth employment 2018: https://bit.ly/2MgbTk3

2.7.6 Decent Jobs for Youth References

2.7.6.1. ILO High-level Speeches referring to the Global Initiative

2.7.6.1.1 2016 ECOSOC Youth Forum: Launch of the Global Initiative on Decent Jobs for Youth

"Addressing the Forum, Guy Ryder said the Global Initiative on Decent Jobs for Youth is a unique partnership with governments, the UN system, businesses, academic institutions, youth organizations and other groups to scale-up action to create new opportunities and avenues for quality employment in the global economy."

More information: https://bit.ly/30bPcpt

2.7.6.1.2 The 105th World of Work Summit

Guy Ryder: "The Initiative is built on four integrated pillars - ACTION, ALLIANCE, KNOWLEDGE and RESOURCES. It provides a unique template for collective UN partnership, to support member States' efforts to implement the youth employment objectives of the 2030 Agenda for Sustainable Development."

Full speech: https://bit.ly/2ZYHcb2

2.7.6.1.3 World Youth Skills Day 2016

Statement of DDG/FOP at the Opening Session: "The Global Initiative on Decent Jobs for Youth – an ILO-led collaboration of 21 UN agencies –   seeks to stimulate country-level action, scale up existing efforts, and increase impact through interventions that are locally owned, ensure clear coherence with national development priorities, and rely on rigorous evidence of what works."

2.7.6.1.3 World Youth Skills Day 2017

ILO DIRECTOR-GENERAL Remarks: "To make decent work a reality for young women and men, we need to work together and the Global Initiative on Decent Jobs for Youth- is our ticket for joining efforts to scale up action , for larger impact that matches the challenge, but also for innovation in response to changing circumstances."

2.7.6.1.3 The High-Level Event "YOUTH 2030" 2018

ILO DG speech: "The Global Initiative (on Decent Jobs for Youth) will be our implementing arm, scaling up action and impact on youth employment in support of the strategy and the 2030 Agenda for Sustainable Development. Our actions will be concrete and cut across key areas, from digital jobs for youth to supporting decent work for young people in fragile situations or engaged in hazardous occupations."

2.7.6.1.4 World Youth Skills Day 2019

ILO Director-General Remarks: "As the overarching and inclusive alliance on youth employment in support of the 2030 Agenda, this Global Initiative on Decent Jobs for Youth has united more than 60 partners and is aiming to impact the lives of more than 30 million youth through evidence based action that prioritizes the rights and voices of young people.

2.7.6.1.5 Global Youth Employment Forum 2019

ILO Director-General Speech: "Today that initiative brings together more than 60 global, regional and national partners. And here in Abuja we will be taking a further step with the establishment of a knowledge facility for this initiative. It's a digital platform of tools, publications, databases and thematic curated resources that will help support the design, implementation and monitoring of youth employment policies and programmes."

2.7.6.1.6 World Summit on the Information Society Forum 2017

ILO DDG Statement: "Our actions under the Global Initiative are concrete. We are focusing on scaling up action on digital skills; quality apprenticeships; green jobs for youth; support young people in the rural economy; facilitate transition from the informal to the formal economy and youth entrepreneurship."

2.7.6.2 External references to the Global Initiative

2.7.7 Social media2.7.7.1 Twitter page: https://twitter.com/DecentJobsYouth

2.7.7.2 LinkedIn page: https://www.linkedin.com/company/decent-jobs-for-youth/2.8 Synergies and alignment with other global initiatives

3. Action

3.1 Thematic plans

3.1.1 Digital Skills: EN, SP, FR

3.1.2 Quality Apprenticeships: EN, SP, FR

3.1.3 Youth in the Rural Economy: EN, SP, FR

3.1.4 Green Jobs for Youth: EN, SP, FR

3.1.5 Youth Entrepreneurship and self-employment: EN, SP, FR

3.1.6 Youth transitioning to the Formal Economy: EN, SP, FR

3.1.7 Youth in Fragile Situations: EN, SP, FR

3.2 Positioning the Global Initiative in policy documents at

3.2.1 Regional level:

3.2.1.1 YES Declaration inform policies

News: Partners of Decent Jobs for Youth unite to take action on youth entrepreneurship in West Africa: https://www.decentjobsforyouth.org/news-detail/22

3.2.1.2 Research initiative: Boosting decent employment for African Youth

Knowledge Products listing page: https://includeplatform.net/theme/boosting-decent-employment-for-africas-youth/

3.2.2 Country level:

3.2.2.1 Nigeria

3.2.2.2 Support Nigeria's launch of Youth Employment Action Plan: https://www.decentjobsforyouth.org/news-detail/23

3.3 Work in Burkina Faso

    3.3.1 Resource mobilization

        3.3.1.1. Project Brief

        3.3.1.2 Project Document

3.4 Work in Nigeria

    3.4.1 Resource mobilization

3.5 Work in Kenya

    3.5.1 Resource mobilization

    3.5.2 Boosting Decent Jobs in Africa's Digital Economy

    4.   Knowledge

4.1 Knowledge facility

    4.1.1 Link: https://www.decentjobsforyouth.org/knowledge

    4.1.2 Video Explainer: https://bit.ly/3dzQDBy

    4.1.3 Presentation

    4.1.4 Concept note

    4.1.5 All knowledge resources: https://www.decentjobsforyouth.org/resource-search?tab=publications

    4.1.6 Initial mapping of knowledge resources

    4.1.7 Knowledge Facility Usage Report_Nov 2019-April 2020

4.2 Publications

    4.2.1 Good practices youth in fragile situations

    4.2.2 Digital skills initiatives and young persons with disabilities

    4.2.3 Green jobs for youth

    4.2.4 Youth transitions to the Formal Economy

    4.2.5 Youth employment in Africa's digital economy (London School of Economics)

4.3 Knowledge partnerships

    4.3.1 Discovery phase team

    4.3.2 Boosting decent employment for African Youth

4.4 Knowledge newsletters

    4.4.1 Knowledge Insights December 2019 Issue: https://bit.ly/2Xl9VoP

    4.4.2 January 2020 Issue: Save the Date: https://bit.ly/3gHMj5f

    4.4.3 Knowledge Insights January 2020 Issue: https://bit.ly/2TXpCAm

    4.4.4 Knowledge Insights March 2020 Issue: https://bit.ly/36S5G7u

    4.4.5 Covid-19 Updates: April 2020 Issue: https://bit.ly/2BnzFIE

4.4.6 Covid-19 Updates April 2020 Issue 2: https://bit.ly/2yTifCJ

4.4.7 Knowledge Insights Issue 4: https://bit.ly/2ZXikR6

4.4.8 Knowledge Insights Issue 5: https://bit.ly/3dq6GSx

5. Resources

5.1 Spin off of Decent Jobs for Youth in the Sahel

5.1.1 Project document

5.1.2 Agreement with the donor (Luxemburg)

5.1.3 Technical report submitted to the donor for 2018

5.2 Project with Citi Foundation

5.2.1 Project document

5.2.2 Agreement with the donor (Citi)

5.2.3 Technical report submitted to the donor for 2019

5.3 Dialogue with funders through the Youth Employment Funders Group

5.3.1. Agenda of YEFG meeting 2018

5.3.2. Summary report of YEFG meeting 2019

6. Decent Jobs for Youth COVID-19 responses

6.1 Global Survey on Youth & COVID-19

Survey page: https://www.decentjobsforyouth.org/campaign/COVID19-survey

6.2 Blog series: Youth Rights & Voices

Blog listing page: https://www.decentjobsforyouth.org/blogs

6.3 #MyVoiceMyFuture Campaign

Campaign page: https://www.decentjobsforyouth.org/campaign/COVID-campaign

Appendix V List of stakeholders consulted

Of the 43 stakeholders interviewed, 24 were male and 19 were female. 23 stakeholders interviewed were from ILO (15 male, 8 female); 8 were from other UN agencies (3 male, 5 female) and the remaining 12 were from other organizations.

LAST NAME	FIRST NAME	DIVISION/ORGANIZATION	POSITION
ILO STAFF WITH MANAGEMENT RESPONSIBILITIES			
DASGUPTA	Sukti	EMPLAB, ILO	Branch Chief
HOWARD	James	CABINET, ILO	Senior Adviser
LEE	Sangheon	EMPLOYMENT, ILO	Department Director
NIETO	Joaquin	ILO-Madrid, ILO	Office Director
PUERTO	Susana	EMPLAB, ILO	Research & Technical Specialist
VAN ROOIJ	Peter	ROAF, ILO	Deputy Regional Director
ILO DJY SECRETARIAT TEAM			
BAUSCH	Jonas	EMPLAB, ILO	Project Technical Officer
DE SIMONE	Luisa	EXTERNAL, ILO	Youth (former project staff)
PINIERO-KRUIK	Estela	EXTERNAL, ILO	Former Staff
YAN	Lena Xinyu	EMPLAB, ILO	Project Junior Officer
ILO TECHNICAL STAFF INVOLVED IN THEMATIC WORK			
ASFAHA	Samuel	ILO	Senior Relations/Technical Specialist
BOWERS	Adam	DCOMM, ILO	Planning & Coordination Officer
GREENE	Adam	ACTEMP, ILO	Senior Relations/Technical Specialist
GUEYE	Moustapha Kamal	GREEN JOBS, ILO	Unit Head, Green Jobs
LARUE	Josee-Anne	EMPLOYMENT, ILO	Project Technical Officer
MARTINOT-LAGARDE	Pierre	PARDEV, ILO	Special Adviser for Socio-Religious Affairs, ESPU
MATTU	Raj	INFOTEC, ILO	Analytics and Application Solutions Unit Head, AMS
MOWAFY	Amal	ROAF, ILO	Former YE specialist for Africa
MWAMADZINGO	Mohamed	ACTRAV, ILO	Senior Economist

NEGRO	Federico	EMPLOYMENT, ILO	Specialist, Capacity Building and Knowledge Development, DEVINVEST
REDDY	Srinivas	SKILLS, ILO	Branch Chief
VEJS-KJELDGAARD	Rie	PARDEV, ILO	Department Director
WEIDENKAFF	Felix	ROAP, ILO	Employment Specialist, DWT-Bangkok
UN TECHNICAL STAFF INVOLVED IN THEMATIC WORK			
BAYARAA	Soyol	UNFPA	Coordinator, Youth and Demographic Dividend
CORDOBES	David	ITU	Coordinator Youth Group
RANATHUNGA	Savinda	UNDP	Project Coordinator – Regional Youth Project
RICHARD	Noella	UNDP	UNDP/GPN/BPPS/Governance Youth empowerment team leader (Global)
SARKAR	Urmila	UNICEF	GenU Staff
SCHORR	Susan	ITU	Head, Special Initiatives Division, Telecommunication Development Bureau
TELTSCHER	Susan	ITU	Head, Capacity and Digital Skills Development Division and Acting Head, ICT Data and Analytics Division, Telecommunication Development Bureau (BDT)
WOBST	Peter	FAO	Senior Economist Economic and Social Development Department
OTHER PARTNERS			
BERAR-AWAD	Azita	Graduate Institute of Geneva	International Advisor on Global Governance, Employment and Social Policy Director, Policy, Global Labour Organization (GLO) Senior Fellow, Graduate Institute of International and Development Studies Former ILO Director, Employment Policy Department

BROOKS	Jennifer	Microsoft	
KAZIMIERCZUK	Agnieszka	INCLUDE	
LOEWI	Peter	UNMGCY	Coordinator, SDG8
OSMAN	Ahmed	ICSB	President
PARUZZOLO	Silvia	Save the Children	Global Head of Child Poverty Reduction
SIMONOVSKY	Yamilia	The Youth Employment Funders Group	Coordinator
TUSSY	Maria	Fundación ONCE, Spain	Jefa de Unidad Programas Europeos
DONORS			
GIMENEZ COLOMA	Gonzalo	Ministerio de Trabajo y Economía Social	
MENENDEZ	Carmen	Servicio público de empleo estatal (SEPE), Ministerio de Trabajo y Economía Social	Subdirectora General de Políticas Activas de Empleo
PARAMO	Pablo	Spanish Mission in Geneva / ILO	Consejero de Trabajo, Migraciones y Seguridad Social ante la O.I.T. Counselor to the ILO Representación Permanente de España ante la Oficina de las Naciones Unidas y otros Organismos Internacionales con sede en Ginebra
SOLANA	Daniel	Ministerio de Inclusión, Seguridad Social y Migraciones	International Relations

Appendix VI Alignment of thematic priorities and needs in youth employment

THEMATIC PRIORITY	CURRENT SITUATION AND NEEDS
Digital Skills	• Digital economy is transforming the employment landscape across numerous industries and digital skills are increasingly required all over the world and are linked to a higher earning potential. Digital skills are linked to higher earning potential and while young people are often considered to be "digital natives" most of them do not have enough digital skills to gain employment. • Key stakeholders need to ensure that young people are equipped with the right digital skills to benefit from employment and entrepreneurship and to ensure an inclusive digital economy and society. • The digital economy requires a wide range of skills which lead to specific outputs or complementary skills needed to perform jobs which are classified into: advanced digital skills (related to technology development) , basic digital skills (generic IT skills required for all jobs), mid-level digital skills (graphic design and marketing, social media management etc.), soft skills (complementary to technical skills, these are necessary for all professionals to ensure collaborative and effective work in the digital economy) and digital entrepreneurship (skills required by entrepreneurs such as market research, panning etc.).
Quality Apprenticeships	• Young people face great challenges to access decent work and there is a serious skills mismatch-over 40% of the young people in the world are unemployed or have a job but live in poverty and at the same time in 2016, 40% of employers across the world reported talent shortages. • The skills mismatch varies greatly across regions and is exacerbated by demographic shifts. • In order to address the skills mismatch, education and training policies need to be consistent with job creation policies and there is also a need for systemic action and a global commitment. • Quality apprenticeships are an effective mechanism to address the skills mismatch as they enable young people to transition from school to work. These are a form of technical vocation education and training that combine on-the-job training and off-the-job learning , enabling young people to acquire the skills and knowledge needed for that occupation. Additionally, they are also a strong building block to prompt structural transformation.
Youth in the Rural Economy	• Young people are powerful catalysts for inclusive growth and sustainable development and 88% of the world young people live in developing countries. This offers a unique opportunity to advance rural economies and shape the process of rural transformation. • Tapping into the potential of decent jobs in rural economies requires immediate and concerted action. While youth unemployment rates are lower In rural areas, poverty is a major concern. Additionally, rural economies often have high rates of informality, irregular employment and poorly functioning labour market institutions.

	• Despite their significant contribution to the agricultural sector, young rural women are often in disadvantaged positions compared to their male counterparts. Women generally work as unpaid workers or as subsistence farmers. They also carry out the bulk of the unpaid care and domestic work in rural areas.
	• Limited opportunities to obtain good quality education and training, to enhance and develop relevant skills and access land, credit and markets hamper the transition of rural people to decent work.
	• Decent jobs for youth are an essential transmission channel for moving from growth to poverty reduction in line with the SDGs. Young people who live in poverty generally rely on income from their labour and decent jobs for youth contributes to SDG8.
Green Jobs for Youth	• Climate change is one of the greatest defining challenges of our time. Young women and men are particularly vulnerable to the impact of climate change, especially since majority of the young people live In developing countries and in areas where there is high dependence on natural resources and also high levels of poverty.
	• Climate change has close links to the youth employment crisis, and they should be addressed together to realize a just transition to a low-carbon, environmentally and socially sustainable economy that leads to better work opportunities.
	• Greening the economy will not automatically translate to more jobs for the youth as it will take a long time and work. Certain sectors also require high levels of skills that young people do not possess.
	• Climate change is also likely to magnify existing gender inequalities, and promoting gender equality in greening the economy needs concerted action from key stakeholders and will have significant benefits for the economy as well as for social equity and environmental sustainability.
	• Coordinated action is needed for green economies to create better and more employment opportunities for young people.
Youth Entrepreneurship and Self-Employment	• Entrepreneurship and self employment provide economy opportunities for the worlds' largest ever population of young women and men to create more and better jobs in the private sector.
	• Unleashing the potential of young women and men as drivers of job creation and economic growth is not only desirable but also critical for sustainable development. Young entrepreneurs are more active in sectors of high growth and are more likely to higher young people- youth-led enterprises can trigger significant momentum for youth led job creation.
	• Urgent action is needed to address the critical challenges that young people encounter in their drive for entrepreneurship and self employment. The man challenges are: (1) lack of enabling policy, regulatory and institutional environments, (2) weak entrepreneurial environments (often compounded by inhibitory attitudes to entrepreneurship in society, (3) limited access to finance and investment opportunities and (4) limited skills and knowledge transfer.
	• The challenges are further exacerbated for disadvantaged young people who encounter distinct challenges in the labour market and require support mechanisms to succeed. This is especially the case your young women as despite efforts to increase the rate of entrepreneurial activity for women, there is still a

	wide gender gap. They face more barriers such as cultural practices, limited mobility etc.
	• Self employment among young people can be voluntary and profitable, but to succeed young entrepreneurs need the commitment of multiple actors and sectors at all stages of the business cycle.
Youth transitioning to the Formal Economy	• The informal economy is a significant component of labour markets in many countries and young people are often pushed into informal employment as a last resort.
	• Globally, more than 78.7% of working young people aged 15-29 are in informal jobs. This figure is higher in developing countries were in some cases 96.8% of all young workers are in the informal economy.
	• Young workers in poverty often start their working lives in the informal economy , where work is more irregular, unsafe and less productive. Moreover, when the informal economy is the starting point, youth tend to stay in it for longer periods. The working conditions of a young person's first job brings a certain momentum and tend to prevail over time.
	• Despite high levels of informality, young people still dream of a secure and stable job. According to ILO's *Future of Work Survey,* young people value flexibility but priories job security and income.
	• The international community has taken on board the urgent need to tackle this problem: the 2030 Agenda for Sustainable Development fosters decent work and encourages formalization as key objectives to be attained worldwide. In the same way, several countries have placed a high priority on formal economy as a determinant job-rich growth.
Youth in Fragile Situations	• Fragility exacerbates the severity and challenge of youth employment, in terms of both availability and quality of jobs.
	• Youth unemployment, decent work deficits, fragility and migration are closely interlinked. Fragility and exacerbates unemployment, joblessness and low quality jobs can also intensify fragility.
	• Employment, especially among young people, has the potential to build peace, foster the self-reliance of refugees in hosting communities and support the re-integration of formerly displaced persons upon return.
	• The international community has given strong attention to facilitating peace and resilience and decent Jobs for Youth will make a meaningful contribution to those efforts by fostering youth employment in fragile situations.
	• Investing in youth employment in fragile situations will boost the labour market outcomes of some of the most vulnerable young people, including women and disabled young people.

Appendix VII Alignment of SDGs 8 and 4 with the ILO P&B Outcomes and Indicators

SDGs	P&B 2016-2017	P&B 2018-2019	P&B 2020-2021
Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. → **Indicator 8.3.1:** Proportion of informal employment in non-agriculture employment, by sex.	**Outcome 1:** More and better jobs for inclusive growth and improved youth prospects **Outcome 4:** Promoting sustainable enterprises → **Indicator 4.3:** Member States in which public and private intermediaries have designed and implemented scalable entrepreneurship programmes aimed at income and employment creation with a focus on young people and women	**Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects **Outcome 4:** Promoting sustainable enterprises **Outcome 6:** Formalization of the informal economy	**Outcome 3:** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all **Outcome 4:** Sustainable enterprises as generators of employment and promoters of innovation and decent work
Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. → **Indicator 8.5.1:** Average hourly earnings of female and male employees, by occupation, age and persons with disabilities.	**Outcome 1:** More and better jobs for inclusive growth and improved youth prospects	**Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects **Outcome 2:** Ratification and application of international labour standards **Outcome 3:** Creating and extending social protection floors **Outcome 8:** Protecting	**All outcomes**

SDGs	P&B 2016-2017	P&B 2018-2019	P&B 2020-2021
→ **Indicator: 8.5.2:** Unemployment rate, by sex, age and persons with disabilities.		workers from unacceptable forms of work	
Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training. → **Indicator 8.6.1:** Proportion of youth (aged 15-24 years) not in education, employment or training.	**Outcome 1:** More and better jobs for inclusive growth and improved youth prospects	**Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects	**Outcome 3:** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all **Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market → **Outcome Indicator:** Proportion of youth (aged 15–24 years) not in education, employment or training
Target 8.b: By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization. → **Indicator 8.b.1:** Total government spending in social protection and employment programmes as a proportion of the national budgets and GDP.	**Outcome 1:** More and better jobs for inclusive growth and improved youth prospects → **Indicator 1.2:** Member States that have taken targeted action on decent jobs and skills for young women and men through the development and implementation of multi-pronged policies and programmes	**Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects → **Indicator 1.2:** Number of member States that have taken targeted action on decent jobs for young women and men through the development and implementation of multi-pronged policies and programmes	**Outcome 3:** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all **Output 3.1:** Increased capacity of member States to formulate and implement a new generation of gender-responsive national

SDGs		P&B 2016-2017	P&B 2018-2019	P&B 2020-2021
				employment policies, including for youth → **Indicator 3.1.2:** Number of member States with a national strategy for youth employment, as a distinct strategy or as part of a national employment strategy"
4 QUALITY EDUCATION	**Target 4.4:** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. → **Indicator 4.4.1:** Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill.	**Outcome 1:** More and better jobs for inclusive growth and improved youth prospects	**Outcome 1:** More and better jobs for inclusive growth and improved youth employment prospects	**Outcome 5:** Skills and lifelong learning to facilitate access to and transitions in the labour market

Appendix VIII Changes reflected in results at different levels

Changes in conditions

IMPACT	• MDGs	• Cultural
	• Social	• Civil Society
	• Economic	
GOAL	• Environmental	
	• Political	

Results are primarily nationally owned

Changes in capacity and performance of the primary duty-bearers

OUTCOME	• Changes in Behaviours & Attitudes	• Policy Formulation	• Competencies
	• Social Action	• Decision-making	• Opinions
	• Viability	• Norms, Knowledge	• Standards
	• Institutional	• Efficiency	

United Nations contributes at this level

What all implementers produce

OUTPUTS	• Goods & Services	• New Products
	• Change in Skills & Capabilities	• Reports
	• Systems	• Publications Produced
	• Evaluations	

National actors, United Nations and donors

What all implementers do

ACTIVITIES	• Develop Curriculum	• Procure
	• Train	• Facilitate
	• Evaluate	• Develop Action Plans
	• Recruit	• Work with Media, etc.

Primarily national, often supported by United Nations and other partners

What all stakeholders invest in

INPUTS	• Human or Financial Resources	• Technology
	• Personnel	• Time
	• Equipment	

Led by national actors

Source: UNDG (2011). Results-based management handbook - Harmonizing RBM concepts and approaches for improved development results at country level.

Appendix IX Project Results Progress and Status as of 2020

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
1. Alliance: The strategic multi-stakeholder alliance is established at the end of the first year	During the first stage of the project, the consultation process with leaders in the area of youth employment is initiated.	The virtual collaboration platform was launched in 2017 and continues to grow in terms of number of partners, commitment, and knowledge shared. The DJY strategy was elaborated in a consultative fashion with relevant actors working on youth employment issues, in particular UN agencies. As of December 2019, partners organizations include 24 UN agencies, 17 organizations from civil societies, 9 governments, 9 organizations from the private sector, 6 regional organizations, 4 organizations from the academia, and 4 foundations.	Met
	Three dignitaries are identified (as champions or ambassadors or the DJY).	The DJY remains without champions or ambassadors. However, through the engagement platform, 50 commitments from 73 organizations had been made as of December 2019, potentially reaching 195 countries and 31 million young people. Also, the UN SG has expressed his support to the DJY on multiple occasions, notably during the launch event of the DJY.	Not met, but significant progress made in other areas.
	At the end of the first year, a governance structure is established, with clear rules and responsibilities for each actor.	The DJY remains without a governance structure.	Not met
	At least two meetings of the Alliance are organized during the implementation of the project.	Two annual conferences of the DJY organized.	Met

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
		The first annual conference was held in May 2018 in Geneva, titled "Innovations for Decent Jobs for youth", where more than 200 persons participated.[83]	
		Second annual conference held in May 2019 in Rome, title "the rights and voice of youth", where 172 persons participated.[84]	
		Participants to both annual conferences include International Finance Institutions, UN agencies, INGOs, bilateral organizations, governments, the private sector, alliances and partnerships, foundations, and workers' and employer's organizations.	
		In addition, the DJY staff participated in numerous events organized by partners, sometimes organized jointly with the DJY, providing platforms to the DJY to increase its outreach and visibility.[85]	
2. Action: concrete actions at the country-level are initiated, based on the thematic priorities identified in the DJY strategy**.**	Guidelines are developed, in collaboration with the United Nations Sustainable Development Group, for the operations of the DJY at the country-level.	The DJY team has taken multiple steps to facilitate the implementation of country-level activities. For example, the ILO has worked collaboratively with the United National Sustainable Development Group and the UN Envoy on Youth with the objectives of designing and implementing the United Nations Strategy on Youth.	Met
		With regard to the specific guidelines for country-level actions, the DJY submitted a workplan to the director of the UN Strategy on Youth. The specific guidelines have not been drafted as of December 2019.	
		However, the thematic plans are a reference for all actors to establish country-level actions related to youth employment. For example, the DJY team has drafted an actions plan in collaboration with the ITU	

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[83] Annual report 2018.

[84] Annual report 2019

[85] For example: many events during the Global Entrepreneuship Week in both 2018 and 2019, the second High-level United Nations Conference on South-South Cooperation in March 2019, the Economic and Social Council (ECOSOC) Youth Forum in April 2019, the One Young World conference in October 2019, among many others.

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
		with regard to country-level activities. Not all thematic plans have resulted in specific action plans, however.	
	At least five prototype countries are identified before the end of the project.	In 2017, Africa was identified by the DJY has a priority region for the activities of the Initiative.

In 2018, the government of Nigeria made a commitment to the DJY, committing to implement its National Youth Employment Plan.

Thanks to the contribution of the government of Luxemburg, Burkina Faso was identified as a pilot country for the DJY.

The collaborative work between the DJY on the promotion of decent employment for youth in the digital economy resulted in the identification of five countries for specific actions: Rwanda, Senegal, Côte d'Ivoire, Kenya, and Nigeria.

Through its participation in the DJY annual conference in 2019, the government of Bangladesh expressed interest in working with the DJY and GenU to implement country-level actions on youth employment. | Met |
| | Country-level activities will be launched in at least three of the five countries identified, before the end of the project. | With a financing of two million euros from the government of Luxemburg, the project "Support to the DJY in the Sahel Region (GLO/17/46/LUX)" is currently being implemented, with specific focus on Burkina Faso.

With support from the government of Nigeria, the ILO initiated the project "Strengthening the capacity of governments and youth employment stakeholders in Africa in the implementation, monitoring and evaluation of policies and programmes promoting decent jobs for youth" in Nigeria in January 2020.

With GenU and the government of Bangladesh, the DJY have committed to reach 7 million young people with education, skill development and employment opportunities, and create one million apprenticeships by 2030. | On track |
| **3. Knowledge:** the ILO will implement | The ILO will coordinate the collection and dissemination of | **Events:** | Met, but difficult to |

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PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
knowledge management mechanisms on decent jobs for youth, as well as coordination processes with different actors.	evidence on what works to promote effective actions on decent jobs for youth in different contexts, through 1) sessions dedicated to the review of evidence in at least three events of the DJY, and 2) publications on what works for youth employment.	In addition to the two DJY annual conference, the DJY participated, very often from partners' invitations, to multiple events, disseminating knowledge what works on youth employment. The DJY contributed with content to 11 events in all 5 continents, working closely with at least eight partners. **Publications:** The DJY team has worked with partners in the design and implementation of knowledge products on what works on youth employment, working with at least five partners resulting in at least eight publications. **Capacity building and partnerships for knowledge** The DJY also contributed to delivering capacity building activities with partners. It also established partnerships with relevant actors, universities, research centers, and INGOs, resulting in the launch of courses and the creation of knowledge products.	measure achievement since targets do not include numbers of publications
	The ILO will implement a virtual platform to manage knowledge on youth employment. The platform will be in operation at the end of the project.	The Knowledge Facility was launched in 2019. The Facility was presented by the Director General of the ILO during the Global Youth Forum in Nigeria. Later in 2019, the platform included the system of indicators on youth labour market. There are already more than 400 resources on the Knowledge Facility.[86]	Met
4. Resources: the resource mobilization and sustainability strategies are developed.	The resource mobilization strategy is finalized at the end of the first three years of the project, and includes the following components: - the ILO Will explore the possibility of establishing a fund for youth employment under the umbrella of	**Dialogue with donors and mapping of funds** In 2016-17, the ILO hired an international consultant to develop a donor mapping to support resource mobilization of the DJY. The donor mapping captured 24 organizations, organization type, rationale, SDG relation, youth employment investment priorities, geography, thematic priorities, sectoral priorities, investment type, targeting, on-going & pipeline activities, ILO reach out approach, and contact person. This inventory was replaced by the donor mapping	On track

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[86] 177 publications, 18 policy platforms, 27 partner platform, 118 tools, 81 news and globs, 72 multimedia, and 3 events. As of August 5, 2020.

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
	the Sustainable Development Goals Fund. - the ILO will carry out a mapping and identification of existing funds that can support the country-level actions of the DJY.	done by the YEFG coordinator every year. This information serves as a basis to the resource mobilization engagement of the DJY Secretariat.During the DJY annual conference, the DJY team met with donors discussing possible funding opportunities. The DJY also team also discussed with the YEFG, providing the team with a privileged position to understand existing available resources for youth employment issues. During the 2018 annual DJY conference, a complete day was dedicated to options for financing innovative actions for youth employment. With the support from the Chinese mission in Geneva, the DJY team identified financing platforms related to the SDGs that could support country-level actions for the DJY. In 2017, the DJY established an open dialogue with the SDG Fund, requesting the opening of a Fund for the DJY. The Secretariat worked collaboratively with UN entities in developing a monitoring tool with seven project proposals, which where submitted to the SDG Fund. This was developed to advance the Initiative's resource mobilization strategy vis-à-vis this particular donor, which was hampered by the UN Reform. While unsuccessful, this effort informed future resource mobilization activities at the ILO. In 2017, the DJY team a communication strategy to support the development of the Resource mobilization and Sustainability Strategy. While the communication strategy was revised in 2018, the Resource mobilization and Sustainability Strategy was is still not drafted as of December 2019.	
	The ILO will invite actors, donors, and public-private associations to support financially the preparatory work to launch and implement concrete country-levels actions.	**Resources mobilized:** In 2019, the ILO confirmed the allocation of USD 250,000 for the functioning of the DJY Secretariat, with the aim of support the operationalization of the thematic plans on Digital Skills and Jobs for Youth (funds originate from the PROSPECTS project financed by the Dutch Government).	Not possible to assess achievement of results, since targets are not

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
		In 2019, the UN department of Economic and Social Affairs confirmed the allocation of USD 373,479 to the DJY Secretariat for the implementation of the national plan of youth employment in Nigeria (funds originate from the Government of China).	clearly established
		The German foundation Mercator selected a young associate to support the work of the DJY for six months.	
		In 2018, the governments of Canada and the Netherlands committed three million USD for a competitive bid to conduct studies in Africa.	
		In 2018, two internships were partially funded by the government of Germany.	
		In 2017, the government of Luxemburg allocated two million euros for the project "Support to the DJY in the Sahel Region".	
		In 2017, the CITI Foundation allocated USD 250,000 for support the preparatory activities and operationalization of the DJY.	
		Partners' contributions:	
		In 2019, ITC covered the majority of the costs associated with the Forum on Entrepreneurship and youth Self-Employment in Ethiopia.	
		In 2018, Nestle contributed financially to support the Forum on Entrepreneurship and youth Self-Employment in Senegal.	
		Commitments and ongoing activities for resource mobilization:	
		In 2019, CARE Dubai solicited the ILO and UNICEF for a proposal of USD 10 million to support actions on youth employment under the umbrella of both the DJY and GEN U.	
		In 2019, the DJY submitted a proposal to the Dutch government to financially support the custodianship of the ILO on the SDG indicator 8.b.1.	
		In 2018, resulting from the DJY team submission of a project proposal to the Mastercard Foundation, the Foundation allocated USD 500,000	

PROJECT EXPECTED OUTPUT-LEVEL RESULTS	INDICATORS	ACTUAL AS OF 2020	STATUS
		to the STATISTICS and EMPLOYMENT departments at the ILO, with the aim of developing new indicators for youth labour market. Since 2017, The DJY team is negotiating with Foundation UEFA on possible contributions to the DJY.	

Appendix X Lessons Learned and Good Practice

ILO Lesson Learned

Project Title: Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth

Project TC/SYMBOL: GLO/16/17/ESP

Name of Evaluators: Juan-David Gonzales, Luc Franche, Sophie Pénicaud

Date: September 2020

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Operating under a UN system-wide mandate is not a sufficient condition to effectively increase coherence around a specific impact area. Additional mechanisms must be put in place to ensure long term ownership of the Initiative by all its partners and to aspire to achieve transformative changes at global level.
Context and any related preconditions	The evaluators noted that at least three necessary preconditions were missing in order to ensure the success of the Initiative. First, the **incentive system** that is in place to foster collaboration among partners has not reached its full potential. While the commitment platform is a relevant first step, it was not sufficient to ensure institutional partners commit a sufficient amount of resources (personal time and/or financial resources) to ensure the success of the Initiative. At this stage, the individual motivation of focal points across the

	partner organizations consulted has been the main driving force behind the success of the Initiative.
	Second, while the commitment platform gives a broad overview of who is responsible for what, the **accountability structure** within the initiative remains rather fragile. Each focal point is first and foremost accountable to its own organization rather to the Initiative and, in the absence of a clear and systematic reporting system, little data is available to hold partners accountable to their commitments and to the progress realized related to the Initiative's thematic priorities and plans.
	Last but not least, the DJY Strategy has not established a clear **pathway to change** that would let partners know how each of the thematic plans are interlinked and co-contribute to a specific and measurable impact. While some thematic plans provide a theory of change, the Initiative falls short in giving a clear roadmap to operationalize the DJY strategy. A clear roadmap and pathway to change can help partners understand how their specific interventions are logically linked to a broader objective, thus reinforcing the perceived relevance of the value added of interagency coordination.
Targeted users / Beneficiaries	ILO (EMPLAB, PARDEV, YOUTH), DJY partners, most notably UN partners.
Challenges /negative lessons - Causal factors	The absence of strong coordination and collaboration mechanisms is limiting the potential of the Initiative to increase coherence at the UN level (and beyond) around youth employment issues globally. It might also be affecting its potential to launch more transformative country and regional-level actions.

Success / Positive Issues - Causal factors	At this stage, the different actions that have been undertaken under the Initiative have been driven by highly motivated individuals that have been able to push their organizations, to a certain extent, to take concrete actions to address youth employability issues.
ILO Administrative Issues (staff, resources, design, implementation)	None

ILO Lesson Learned

Project Title: Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth

Project TC/SYMBOL: GLO/16/17/ESP

Name of Evaluators: Juan-David Gonzales, Luc Franche, Sophie Pénicaud

Date: September 2020

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	In the cases of multi-stakeholder partnerships, having an established governance structure is an important precondition to ensure partners' ownership, facilitate the mobilization of resources, and ensure the sustainability of the partnership.
Context and any related preconditions	The current governance structure of the Initiative is an ad-hoc team composed of UN partners. They are moving the Initiative forward through a system in which each thematic area of the Initiative is coordinated by a focal point. However, this governance structure is understood as being temporary while a governance structure at a higher level is agreed upon. The evaluators noted that, while the ad hoc governance structure has given the

	Initiative a high level of flexibility, the absence of a governance structure agreed upon with the Initiative partners is limiting the Initiative capacity to achieve increased visibility at global level, to mobilize resources, and to secure sustainable buy-in from its partners.
Targeted users / Beneficiaries	ILO (EMPLAB, PARDEV, YOUTH), DJY partners.
Challenges /negative lessons - Causal factors	The absence of an established and agreed upon governance structure is limiting the potential of the Initiative to increase its visibility, to mobilize resources, and to secure sustainable buy-in from its partners.
Success / Positive Issues - Causal factors	The current governance structure has given the Initiative a high level of flexibility compared to other partnerships that have a heavier structure such as a board or an advisory committee.
ILO Administrative Issues (staff, resources, design, implementation)	None

ILO Emerging Good Practice

Project Title: Support to the preparatory activities of the ILO to launch the Global Initiative on Decent Jobs for Youth

Project TC/SYMBOL: GLO/16/17/ESP

Name of Evaluators: Juan-David Gonzales, Luc Franche, Sophie Pénicaud

Date: September 2020

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The commitment platform that was put in place by the Initiative to concretize partners' engagement in the alliance (outcome 1) is an effective mechanism to reduce "information asymmetries" between a diverse range of stakeholders representing different types of organizations (public, private, NGO, global or local). By publicizing each of the partner's commitments online, and with the pilot of the tool for monitoring the commitments made by partners, the platform also has the potential to hold partners accountable on their engagements.
	The online commitment platform links partners' commitments to the Initiative's thematic plans, to specific SDG and to specific countries or areas of intervention.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The establishment and operationalization of this platform required an initial investment in terms of time to mobilize partners, and financial and technological resources to design and manage the platform. These initial efforts were supported by ILO and funds provided by the Spanish Ministry of Employment and Social Economy.
	A key limitation that might be hampering stronger accountability is the absence of an open and mandatory reporting mechanism that would serve to publicize progress made by each partner on a regular basis.
Establish a clear cause-effect relationship	The reduction of information asymmetries can lead to better and more coordinated actions that can, in turn, lead to more optimal decisions in terms of allocation of resources to act towards the common goal. Such coordinated and concerted action is necessary for any global initiative aiming to achieve long term impact (SGDs).
	In terms of increased individual/intra-organizational accountabilities, publicizing the progress made by each partner on its commitments is a strong incentive to ensure each organization stays on track on its commitments.
Indicate measurable impact and targeted beneficiaries	It is still too early to assess the impact of such mechanisms on the targeted beneficiaries (youth).
Potential for replication and by whom	Any multi-stakeholder partnership aiming to ensure coordinated action towards a public good could consider establishing an open and user-friendly commitment platform.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	P&B 2020-2021 "Outcome A" emphasizing on the importance of relying on "authoritative knowledge and high-impact partnership for promoting decent work".
Other documents or relevant comments	None