

**Box 2: A Sustainability Measure to Institutionalize Youth Employment as a Priority; Samoa National Youth Council (SNYC)**

A strong and strengthened Samoa National Youth Council is strongly recommended for the sustainability of the YEP. As a key measure to support the sustainability of the YEP, the UN needs to support in a substantial manner, institutional capacity building of the Samoan National Youth Council. This is against the background of an observed weak SNYC, thinly resourced and with skeleton staff. The organisational structure, including the management of the SNYC, from the Secretariat to the 'Board of Trustees' needs to be reviewed urgently, with a view to capacitating it and enabling the establishment of a strong and vibrant organisation capable of championing youth development issues effectively. Details of how this support may be given must await a more detailed analysis of the SNYC, beyond the confines of this YEP Mid term Evaluation.

**SBEC:** In addition to the capacity strengthening of SNYC, given the key role of the SBEC in the YEP, financial and human resources capacity constraints in the SBEC, there is also need to capacitate SBEC, especially to ensure effective support for micro and small enterprises, especially youth oriented businesses.

**Box 3: A Strong YEP Technical and Coordination Team – Options for Hosting of the YEP**

The MWCSO is the host institution for the YEP PMU, under NIM modality. The merits for this hinges on sustainability, with the Ministry having the mandate for youth development and empowerment. On the basis of lessons learned from the past phase of YEP implementation (2015 – 2017), the MTR *questions the efficacy of the PMU*, in its present structure, in light of the manner it has been viewed within the MWCSO, as a 'project' which is somewhat loosely attached to the ministry. The existing arrangement may not be sustainable because of the ensuing disconnect with the MWCSO. Instead, the MTE recommends that the PMU be restructured as a TAT (with present staff in place), with a better clarified mandate, the role and responsibility of the host institution also clarified and monitored for delivery of key outputs and synchronisation. The merits of a TAT is to give greater ownership, management and coordination responsibility to the host institution, in terms of planning, implementation, reporting, monitoring and evaluation – including alignment with other key result areas.

Going forward, in the medium to long term, what is required, for more smooth functioning of the YEP, especially for improved accountability, ownership and sustainability is establishment of a Technical Assistance Team (TAT), with a visible role and presence in the project for key personnel of the host institution taking the lead. There is urgent need for an institutional mechanism and arrangement which enables establishment of better ownership and accountability of the programme within public sector ranks, in particular, in the host implementing partner. For the host institution, human resources capacitation is key to enable more visible role and ownership of host institution support structures at all levels.

#### 4. Summary of Achievements, Challenges, Opportunities and Recommendations

**Table 2: Summary of Achievements, Challenges and Opportunities and Recommendations**

Priority/Outcome 1: Employability of Youth is enhanced by a nationally integrated system which matches supply of education and skills to the labour market			
Key outputs	Achievements	Challenges & Opportunities	Key Recommendations
<p>Output 1.1 A system is in place for labour market training to provide relevant skills and experience leading to employment for young job seekers</p> <p>Indicators National e-platform labour market information system in place At least 300 youths (data disaggregated) registered on the YEN e-platform Database of completed profiles of community based youth uploaded to national e-platform labour market information system</p>	<p>The 2017 AWP had a target of 800 youth registered on the E-platform, 50% of them being farmers'. On a pro-rata basis, at least 1600 youth should be registered on the E-Youth Hub, which is functional and effective for its beneficiaries in 2 years.</p> <p>In reality, to date, the E-Youth is reported to have registered 150 youth, on a platform that is not yet functional. Establishment of E-platform is yet to be completed, more effort needed to enable it to move out of the technical development phase.</p>	<p>The E-Youth Hub is in development phase requiring refining and substantial ICT technical inputs to be fully functional and ready for use by the youth.</p> <p>Lack of communication strategy from outset in management of component between the different stakeholders involved</p> <p>Inadequate managerial oversight to trouble issues before challenges went out of control.</p>	<p>Fresh technical assistance (TA) support, capacity building at SNYC is pending in order to develop a functional E-Youth Hub, examining areas where ICT inputs are required and how the inputs may be restructured and sustained over time.</p> <p><b>SNYC:</b> Capacity building and training of young people in ICT skills and use of web-based technologies is also necessary, in view of the gaps created by the prematurely terminated support of the UN at the SNYC following a period of non delivery by the staff that had been recruited as part of strategy to implement the E-Youth Hub.</p> <p><b>SNYC:</b> There is need for substantial awareness raising amongst the youth population, advocacy, with implementation of a proper communication and information dissemination strategy and to improve the E-Youth Hub itself technically for proper access by the youth beneficiaries.</p>
<p>Output 1.2 Young people, (especially the most vulnerable) have access to career development services – no system to integrate and coordinate existing</p>	<p>Youth identified from Tracer Youth Employment Survey Data; with involvement of CoC, MWCSO, YEP management and private sector</p>	<p>Approach largely project level micro intervention, with no nationwide strategy or approach to deal with career development opportunities for youth in agricultural value chains,</p>	<p>YEP management needs to take more strategic focus to identify and support vulnerable youth in prioritised sectors, from awareness, capacity building and</p>

<p>career development opportunities for youth</p> <p>Indicators</p> <p>An integrated system signposting youth job seekers to services from a range of service providers</p> <p>New career development services created in response to needs of youth transiting to the labour market.</p>	<p>representatives, for example, Sheraton Hotel, and others;</p> <p>Total of 51 youth have successfully undertaken 10 weeks of internship training, from 38 Upolu, 13 from Savaii; additionally the 24 culinary employment demand training successfully undertaken;</p> <p>54 ( 72 percent) of 75 internship graduates got permanent job placements, mainly in tourism &amp; hospitality industry ( 19 ), agriculture value chains (4) ; 19 interns were still to find permanent employment;</p> <p>Roll-out for WIBDI implemented Farm To Table initiative, though slow, has good potential transformational possibilities.</p> <p>Similarly, effectiveness and impact depends on strong technical and financial support through the YEP implementation modality;</p> <p>stakeholder partnerships, with the need for strong MWCSD institutional support</p>	<p>community based tourism, hospitality and or in creative industries, including attainment of gender equality.</p> <p>Strategy for development of National Youth Volunteer Scheme (NYVS) and internship programme for out of school youth still outstanding (upstream vs downstream work);</p> <p>The 2016/17 AWP, plans were to train at least 100 young farmers in 'improved agricultural practices'; in reality the actual number of youth beneficiaries was far less than target, below 10 percent;</p> <p>There is high potential for the provision of institutional, technical support and mentoring of the youth to become productively engaged in agri-based value chains as a way of entering employment-rich opportunities</p>	<p>training, especially agri-based value chains, hospitality and tourism.</p> <p>YEP application of development best practice in the formulation, firming up and implementation of the National Youth Volunteer Scheme, which is strong on sustainability in terms of public private partnerships.</p> <p>Mobilisation of increasing level or private sector buy-in at planning, implementation and monitoring of different sub-interventions or sub-sectors.</p> <p>YEP re-prioritise support to agri-based value chains in the identification of youth to be capacitated, trained, mentored and nurtured to gain entry into decent employment in the formal and non-formal sector – in line with the strategic importance of agriculture in the national economy.</p>
<p><b>Outcome 2:</b> Samoan youth, inclusive of those who are marginalized secure productive employment and decent work opportunities that contribute to sustainable and resilient economic growth</p>			
<p>Output 2.1: A dedicated Youth Employment Fund is established under the CSSP facility to direct support for community based youth:</p> <p>Indicators</p> <p>A YEF established within a domestic funding institution and functioning effectively</p>	<p>Not established, no progress on Youth Employment Fund. This is possibly linked to the organizational challenges relating to the management of the CSSP, which needed to be overhauled in order to abide by the agreed implementation modalities and complementarity to the YEP.</p>	<p>The establishment of the YEF is a priority taken out of the SNAP, but on which no progress was recorded.</p> <p>There are opportunities to re-examine prioritization of the YEF through stakeholder participation.</p>	<p>There is need for the UN/YEP Management: to review the alignment of YEP priorities with the SNAP and the National Youth Policy, taking into account priorities established in a re-designed programme. Furthermore, the relationship between the CSSP and the YEP also needs to be revisited, with appropriate action taken to turnaround the situation.</p>