

<p>Output 2.2: A system is established to promote youth entrepreneurship</p> <p>Indicator Establish a centralised community based Samoan Business Incubator (SBI), (within walls and without walls concept)</p>	<p>Preparatory phase of the SBI undertaken, with exchange visits done, basis data collection, project proposal developed and approved by Government, land allocated for the SBI, resource mobilisation started.</p>	<p>Slow pace of SBI formulation and initiation, implementation; financial resource mobilisation; There is an opportunity to learn from development best practice for SBI, taking into account the specific condition and development context of Samoa, adopting an SBI model that is progressive for youth employment.</p>	<p>Step up, intensify resource mobilization to the tune of roughly US\$7 million to be secured; The CSSP ought to play a more prominent role as a funding source of YEP sub-components and activities., according original plans; Strategize on targeting of the SBI between micro small enterprises of vulnerable youth vs other business groups and youth in higher categories or with higher levels of sophistication.</p>
<p>Output 2.3: Youth employment priorities are integrated into the National Youth Policy</p> <p>Indicator Decent jobs and livelihood needs of youth in the informal economy addressed Youth are sustainably mainstreamed into national economy</p>	<p>Draft National Youth Policy prepared but not validated by stakeholders</p> <p>At least 40 vulnerable youth out of an undisclosed target figure for the programme period were supported to remain in the TVET, with fees paid for at least on year in four selected technical vocational training institutions in Upolu and Savaii.</p>	<p>Draft National Youth Policy as at July 2016 not subjected to stakeholder validation and adoption by Cabinet Linkages between NYP and CSSP unclear. Clearly, in this case, there was consideration of funding constraints from the UN, which implied that only modest targets could be considered until such time financial resources permitted to increase beneficiary coverage.</p>	<p>Going forward, YEP PMU needs to invest in awareness raising and in identifying more deserving vulnerable youth, especially those out of the PSET system, enabling them to enrol and participate on an increasing level in PSET. This should be done in close collaboration with PSET providers, with the views of key stakeholders taken into account from planning and implementation of the PSET scheme.</p> <p>Formulation and implementation of a financial resources mobilisation strategy designed to explore innovative financing arrangements involving the private sector, where feasible and other development partners, multilateral and bilateral organisations. This is within the existing PPP strategy which has buy-in from a growing number of stakeholders.</p>
<p>Outcome 3: A nationally integrated approach to youth employment builds capacity and creates an enabling environment for the employment of the youth in the informal economy</p>			

<p>Output 3.1 Polices, strategies and legal instruments are developed, existing ones reviewed and implemented, dialogue initiated and sustained to improve enabling environment for micro and small business growth, decent job creation for the youth</p> <p>Indicators Formulation and implementation of National Youth Volunteer/Service Scheme, supported by a dedicated Youth Enterprise Fund (YEF) Samoan National Youth Employment Action Plan (SNAP) National Youth Policy (draft) Community Sector Development Plan Level of policy consistency Legal instruments and other measures to foster implementation Clarity of implementation and coordination structures, with well defined roles and responsibilities</p>	<p>Policy development initiatives commenced, with SNAP and National Youth Policy, but not sustained. Economy wide adaptation on climate change initiated, with awareness and training done with selected number of beneficiaries. These youth will be supported through the SBI, 'without walls' approach, which entails provision of appropriate business development services, on a demand or need basis, also with sectoral focus and emphasis and based on national priorities.</p>	<p>Policy development process, dialogue on establishment of enabling environment for youth employment, micro small enterprise and inclusive private sector development not prioritised; deprioritised in YEP implementation Good linkages between various policy instruments, National Youth Policy, National Youth Employment Action Plan, SNAP and YEP but not followed through at implementation to desirable extents. However, no strategy in place for development of a National Youth Volunteer Service Scheme, beyond YEP, supported by the Youth Enterprise Fund.</p>	<p>YEP management/MWCSD/UN Need for renewed focus on policy and legislative development processes and policy coherence, dialogue as a priority, identify champions to drive the policy development agenda and capacitating the personnel; UN: Use the YEP more strategically to support and focus on achievement of SDGs, key policy issues and development processes such as financial inclusion, holistic job-rich creation avenues and ensuring of sustainability of measures established beyond the YEP funded phase; UN: Facilitate sharing of international best practices in the development and implementation of National Youth Volunteer Schemes, drawing lessons from successful country level case studies, globally and in the Pacific Islands.</p>
<p>Overall Analysis</p>	<p>The YEP has managed to place, firmly on the Samoan development agenda, youth employment as a major area that requires investment through a comprehensive PPP strategy. The great variety of stakeholders involved in the implementation of the YEP, which include the private sector, government and non-government agencies testify of existence of a substantial partnership strategy in programme implementation.</p>	<p>Whilst more investment and cooperation in the provision of technical assistance by the UN and other stakeholders, including Government, is foreseen in the medium and long term, there are opportunities to incorporate more robust and innovative approaches to feed into the next YEP design. In future there are still opportunities to anchor the financing of the YEP within the government institutional mechanism for civil society and youth empowerment, with a potential to</p>	<p>UN: Overall, with continued support from the UNRC's Office, the next YEP design, ought to invest more substantially in learning, innovation and networking, from development best practice, scaling up what has already been done during the preparatory phase of the SBI. The development of a YEP financial resources mobilisation strategy needs to be placed at the centre stage of the new project design. This is key to realisation of the much needed impact and</p>

		strengthen and consolidate youth employment initiatives.	sustainability from the programme intervention.
YEP: Organisational	<p>PMU established, with Programme Manager and more recently, an M & E Officer.</p> <p>MWCSD remains the designated YEP implementation host institution, within the framework of implementation arrangements involving other stakeholders, as specified in the diagram showing implementation and coordination arrangements (<i>Diagram 1</i>).</p>	<p>Most of the YEP implementation phase indeed had a national steering committee (NSC), but has been unable to give the expected strategic guidance to the programme, with meeting convened too infrequently and far apart.</p> <p>PMU not fully established, major human resource gaps</p> <p>Programme Coordinator only in place from February 2016;</p> <p>PMU has had only the Programme Coordinator in place, for the past year, no M & E Officer and no Economic Empowerment Officer; repeated attempts to recruit unsuccessful to date;</p> <p>Communication Officer and Training Officer at SNYC positions terminated prematurely leaving huge human resources gap, non delivery of outputs</p> <p>MWCSD restructuring, staff resignations slowed down the YEP, resulting in slower than anticipated progress.</p> <p>YEP implementation behind by more than 18 months</p> <p>Partial accomplishment of outputs</p>	<p>UN</p> <p>As YEP is re-designed, going forward, in the medium term, the UN team needs to consider supporting the establishment a Technical Assistance Team (TaT), well-resourced and capacitated, instead of a PMU – this being done in close collaboration with key government and non-government stakeholders. <i>{Refer to justification for this move in box 3, for improved accountability and ownership}</i>.</p>

5. Conclusions and Recommendations

5.1 Conclusions

5.1.1 Relevance

The UN has correctly identified the components of the Youth Employment Programme which are very relevant to national development and transformation. The YEP is aligned to the National Youth Policy (2011 – 2015) and National Youth Employment Action Plan (SNAP); the draft follow up National Youth Policy (2016 – 2020). The active support and leadership of the UN Resident Coordinator was essential to demonstrating an effective response to the request of the Government to the UN system for greater joint programme delivery to address youth unemployment.

5.1.2 Programme design: The outcomes, outputs and targets in the logframe are clearly defined but somewhat ambitious for the short duration of the YEP implementation. The YEP is ambitious in the plans to achieve the specified outputs and outcomes in the 2 year timeframe provided for in the technical and administrative provisions of the programme. The outputs and outcomes require at least 5 years to achieve, in view of the complexity of the challenges being tackled. Programme design has not yet reflected the changes that have occurred with the restructuring of the MWCSO.

5.1.3 Implementation/Efficiency: Despite existence of challenges, the One UN YEP is good example of UN collaboration, with opportunities for scaling up future joint effort in planning, monitoring and implementing interventions. However, implementation progressed at a slower pace than was planned in annual work plans, with YEP being over 15 months behind, though activities have been fast-tracked during the last 12 months up to September 2017. Because of delays in YEP implementation, in some cases processes requiring more time to consult stakeholders were short-circuited, affecting the quality of the programme results.

5.1.4 The YEP made good progress in mounting the youth internship and decent job placement. Many of the graduates have been enabled to gain entry into full-time decent job employment on a sustained basis. Other components where progress was achieved include PSET, the Savaii Cocoa value chain development, and Farm to Table value chain approach to organic farming.

5.1.5 The preparatory phase was completed but YEP remained somewhat over-ambitious in terms of time allocated to complete key tasks to achieve specific outputs. The SBI roll-out phase hinged on successful fundraising efforts which are yet to be concretised.

5.1.6 The role of the Samoan National Youth Council has been below expectation, with the need for rapid turnaround of the SNYC to take more ownership and leadership of the youth development agenda. There were organisational challenges at the SNYC, which resulted in organisational under-performance, a situation which also contributed to the under-achievement of the organisation.