

EVALUATION OF UNDP SUPPORT TO YOUTH ECONOMIC EMPOWERMENT

Annexes



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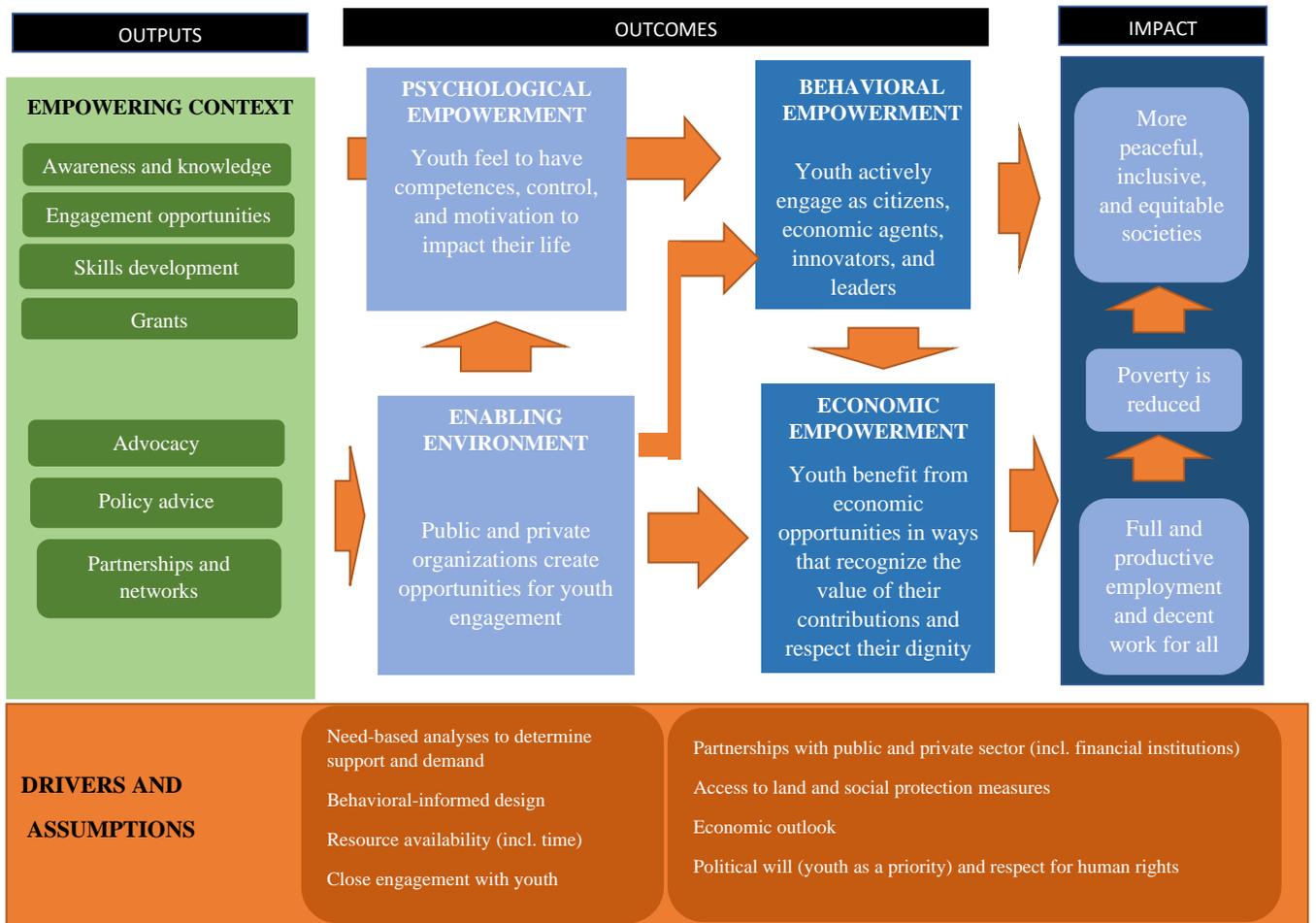
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ANNEX 1. EVALUATION THEORY OF CHANGE



ANNEX 2. EVALUATION MATRIX

	Questions and sub-questions	Indicators	Sources	Interviews	Survey
Relevance	I. To what extent have UNDP Youth Economic Empowerment interventions responded to the most pressing challenges youth face?	<p>Analysis of youth economic empower in strategic docs</p> <p>Mapping of type of interventions vs what youth say they need most (surveys)</p> <p>Correlation btw youth unemployment and strength of youth portfolio at country level</p> <p>Evidence-based justification of sample of projects (both types)</p> <p>Expert opinions / Evidence from interviews</p> <p>Evidence from sample projects' monitoring reports (as available)</p> <p>Evidence from evaluations</p> <p>Evidence from Sense Making</p>	<p>Desk review of strategic and programmatic docs</p> <p>Project docs (incl monitoring reports)</p> <p>Correlation and co-variance analysis</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p>	<p>Youth organizations</p> <p>Sense Making</p>
	II. How has UNDP support evolved with the outbreak of the COVID-19 pandemic to address youth's emerging needs?	<p>Relative importance of youth in RRFs and other COVID-19 offer docs</p> <p>Comparison of size of youth economic empowerment portfolio before and after COVID</p> <p>Pipeline of youth economic empowerment project at design or negotiation phase</p> <p>Youth consultation or study to assess YEE needs</p> <p>Expert opinions</p> <p>Youth opinions</p>	<p>Desk review of strategic and programmatic docs</p> <p>ROAR reports</p> <p>Atlas</p> <p>Correlation and co-variance analysis</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p>	<p>Youth organizations</p> <p>Sense Making</p>
Coherence	III. How coherently has UNDP used its resources, corporate tools, and processes to promote Youth Economic Empowerment for poverty reduction and social cohesion?	<p>Inclusion and mainstreaming of youth in strategies, corporate planning, and reporting tools</p> <p>Youth economic empower portfolio vis-à-vis economic empower portfolio (size and length?)</p> <p>Interviews with UNDP staff</p>	<p>Desk review of strategic and programmatic docs</p> <p>Atlas</p>	<p>UNDP colleagues (incl. Innovation Labs)</p>	

			Adaptation of corporate tools to support YEE during COVID-19				
	IV.	To what extent, and with what results, have UNDP strategies and programmatic direction coherently promoted a whole of society, whole of government, and whole of system engagement for Youth Economic Empowerment at regional and country level?	<p>Frequency of actors engaged in sampled UNDP projects (both types, distinguished), distinguishing Ministries, CSOs, private sector, other partners (including IFIs, regional, and bilateral)</p> <p>Interviews with UNDP staff</p>	Project docs (incl monitoring reports)	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>Civil society and academia</p>		
Effectiveness and Sustainability	V.	How effective has been UNDP's work in contributing to Youth Economic Empowerment for poverty reduction and social cohesion?	a. To what extent have UNDP interventions contributed to the creation of an enabling environment for Youth Economic Empowerment, including at policy level?	<p>Percentage of projects focusing/including an enabling environment component (policy, law, on-line platform, institutional strengthening, social protection scheme, etc.)</p> <p>Experts' opinions (incl. Governments)</p> <p>Evidence from Sense Making that could be redirected to the enabling environment</p> <p>Evidence of results achieved in sample projects' monitoring reports and corporate reporting</p> <p>Evidence of results achieved from meta-analysis of evaluation</p> <p>Youth opinions</p>	<p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>(Joint) UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Youth organizations</p> <p>Sense Making</p>
			b. To what extent has UNDP contributed to the psychological and behavioral empowerment of youth, moving beyond the provision of knowledge and skills, to consider motivation and cognitive biases?	<p>Expert opinions (incl. Governments)</p> <p>Categorization of support and identification of correlation of what combo seems to work best</p> <p>Evidence from Sense Making that could be redirected to psychological empowerment and motivation</p> <p>Evidence from Sense Making that indicate behavioral changes (and which ones)</p> <p>Evidence of results achieved in sample projects' monitoring reports and corporate reporting</p> <p>Evidence of results achieved from meta-analysis of evaluation</p> <p>Youth opinions</p>	<p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>(Joint) UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Sense Making</p>

		<p>C. To what extent, and with what results, has UNDP promoted decent employment opportunities for livelihood improvement, including during the COVID-19 pandemic?</p>	<p>Expert opinions (incl. Governments)</p> <p>Categorization of support and identification of correlation of what combo seems to work best</p> <p>Evidence from Sense Making that could be redirected to economic empowerment and livelihood improvement</p> <p>Evidence of results achieved in sample projects' monitoring reports and corporate reporting</p> <p>Evidence of results achieved from meta-analysis of evaluation</p> <p>Youth opinions</p>	<p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>(Joint) UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Sense Making</p>
VI.	<p>To what extent have the results achieved with UNDP support continued promoting behavioral change and sustainable employment for livelihood improvement and poverty reduction after the end of programmes?</p>		<p>Expert opinions</p> <p>Evidence from Sense Making of sustainable change</p> <p>Evidence of results achieved from meta-analysis of evaluation</p>	<p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>(Joint) UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Sense Making</p>
VII.	<p>What factors contributed to, or hindered, the success and sustainability of UNDP contributions to Youth Economic Empowerment in all its dimensions?</p>		<p>Evidence from Sense Making</p> <p>Expert opinions (incl. Governments)</p> <p>Evidence of factors affecting performance in monitoring and corporate reports</p> <p>Evidence of factors affecting performance in evaluation reports</p>	<p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>(Joint) UN agencies and other partners</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Youth organizations</p> <p>Sense Making</p>



Other	<p>VIII. To what extent, and with what results, have UNDP interventions promoted the engagement of marginalized and vulnerable youth, including economically vulnerable young men and women, rural youth, indigenous youth and youth with disabilities?</p>	<p>Analysis of youth economic empower portfolio - sample of projects (breakdown of data by group)</p> <p>Breakdown of results mentioned in monitoring reports by group</p> <p>Expert opinions</p> <p>Breakdown of results by group in evaluations</p> <p>Youth opinions</p>	<p>Desk review of strategic and programmatic docs</p> <p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	<p>Youth organizations</p>
	<p>IX. To what extent has UNDP used innovative approaches in addressing youth needs and challenges?</p>	<p>Coding of use of term "innovative"</p> <p>Identification of rare practices</p> <p>Expert opinions (incl. Innovation Labs)</p>	<p>Desk review of strategic and programmatic docs</p> <p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>Civil society and academia</p> <p>National ministries</p> <p>Private sector</p>	
	<p>X. To what extent, and with what results, has UNDP promoted the exchange of good practices and innovations for replication?</p>	<p>Examples of SSC</p> <p>Use of platforms for information and good practice exchange</p> <p>Expert opinions</p> <p>Evidence from sample of projects' monitoring reports</p> <p>Evidence from evaluations</p> <p>Youth opinions</p>	<p>Platforms</p> <p>Project docs (incl monitoring reports)</p> <p>ROAR reports</p> <p>Atlas</p> <p>Meta-synthesis of evidence from evaluations</p>	<p>UNDP colleagues (incl. Innovation Labs)</p> <p>Civil society and academia</p> <p>National ministries</p>	<p>Youth organizations</p>

ANNEX 3. INFORMATION AND PROTECTION PROTOCOLS FOR THE INTERVIEWEES

Invitation Paragraph

We invite you to take part in the evaluation that the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking of UNDP work on Youth Economic Empowerment (YEE). The evaluation aims to provide UNDP Management and stakeholders with an assessment of the results of UNDP YEE work, lessons learnt, and recommendations on the way forward. The evaluation is undertaken by the IEO with the support of regional consultants. For the [region], [name of regional evaluator and email] will undertake the evaluation with a focus on [name of projects] in addition to regional interventions as appropriate.

Before you decide to participate, it is important for you to understand why this research is being conducted, and what participation will involve. Please take time to read the following information carefully and discuss it with others if you wish. Please do not hesitate to ask me if there is anything that is not clear, or if you would like further information. Thank you for reading this.

What is the project's purpose?

The evaluation will cover UNDP YEE work at global, regional, and country level. It will consider how the needs and potential of youth as a key UNDP constituency have been integrated in strategies, initiatives, partnerships and management tools, and with what results and lessons learned. Dedicated projects and initiatives to promote YEE through skills development, job opportunities, access to finance and policy engagement will be analyzed as part of UNDP's overall support to eradicate poverty and keep people out of poverty, considering economic inequalities.

The evaluation will have a two-fold accountability and learning purpose: while it will assess results of UNDP's past work against its goals as stated in strategic, programmatic, and project documents, the evaluation will also be forward looking and provide recommendations to inform the strategic direction of UNDP's work on youth economic empowerment in the next cycle (2022-25).

Specific attention will be paid to UNDP's support to youth during the COVID-19 pandemic, and to efforts at leaving no one behind, including young women and other marginalized groups (e.g. people with disabilities, indigenous groups, LGBTI community). Partnerships and collaborations to promote more integrated efforts will be considered, with a "whole-of-system", "whole-of-society" and "whole-of-government" approach. The evaluation will assess UNDP YEE work focusing on the following criteria: relevance, coherence, effectiveness, and sustainability of UNDP support in achieving its objectives. The evaluation will focus on the period 2015-20.

Why have I been chosen?

You have been selected to take part in the evaluation because you are a UNDP staff member based in [region] or one of the countries of focus in it; or



You have been recommended by a UNDP staff member to be interviewed as part of the ‘external stakeholder interviews’, because you work in the field of Youth Economic Empowerment in [region].

Do I have to take part?

It is up to you to decide whether or not to take part. If you do decide to take part, you will be asked verbal consent at the start of the interview. You can withdraw at any time without giving a reason. If you decide to withdraw, you will be asked what you wish to happen to the data you have provided up that point.

What will happen to me if I take part?

If you wish to take part in this evaluation after reading the participant information sheet, you will take part in an hour-long virtual interview with [name of regional evaluator]. You are able to request access to the data generated throughout the evaluation and used in the reports by getting in touch with the evaluation team [name and email] or [name and email of Research Assistant]

Will I be recorded and how will the recorded media be used?

You can choose whether or not to be recorded. The audio recording of interviews will be transcribed and will only be used for analysis, in addition to anonymising identities of participants. Interviews will be transcribed electronically and used solely for the analysis. No other use will be made of the data without your written permission. All interview notes will be destroyed after project completion, and no one outside the project team will be allowed access to interview recordings or notes.

What are the possible disadvantages and risks of taking part?

There are no risks or disadvantages of taking part in this evaluation. You do not have to answer any questions that make you feel uncomfortable or distressed.

What are the possible benefits of taking part?

It is hoped that your participation in this evaluation will contribute to strengthening and synthesising the existing evidence base and best practice on Youth Economic Empowerment globally, as well as informing the development of UNDP’s future programming in this area.

What if something goes wrong?

If at any point during this study you wish to file a complaint, please get in touch with [name of Lead Evaluator and email].

Will my taking part in this project be kept confidential?

Yes, all of the information that we collect about you during the course of the research will be kept strictly confidential. It will not be possible to identify your identity in any ensuing reports or publications.

Data Protection Privacy Notice

We guarantee the privacy and anonymity of all respondents involved in our research and apply a policy of informed consent and confidentiality for all of our work.

Thank you for reading this information sheet and for considering to take part in this study.

ANNEX 4. SPARKBLUE CONSULTATION

YOUTH ECONOMIC EMPOWERMENT (KEEPING PEOPLE OUT OF POVERTY): SUMMARY OF THE DISCUSSION ON SPARKBLUE PLATFORM

KEY FIGURES

- Open from **20 May to 11 June 2021**
- **4 Moderators and 9 other participants**¹
- **31 Comments** in total
- The consultation was preceded by a [webinar](#), the participants were referred to the [Reflections series paper on the topic](#).

BACKGROUND

Poverty is multidimensional and encompasses much more than income, including different deprivations people face in different aspects of their lives. Through the ‘keeping people out of poverty’ set of Reflections papers, the IEO explores what worked regarding UNDP’s response in select areas. We know that across countries, a sizable share of young people is still prevented from accessing education and job opportunities, with potential rippling effects on their current and future wellbeing, economic empowerment, and livelihood perspectives, thus reinforcing inequality patterns. One in six youth had to stop work since the onset of the COVID-19 pandemic. Young workers are likely to be employed in highly affected occupations, such as support, services and sales-related work, making them more vulnerable to the economic consequences of COVID-19.

The discussion was open for the participants to discuss specific lessons learned mentioned during the webinar as well as broader issues relevant for the topic. The questions asked were the following:

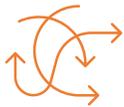
1. Have you come across similar lessons in your work on youth economic empowerment? Do you want to share any other lessons learnt from UNDP support in this area?
2. What are the main barriers to youth economic empowerment that UNDP is trying to address?
3. To what extent have youth been involved in planning of UNDP youth economic empowerment programmes? How can UNDP make sure that the needs of the most vulnerable are accounted for?
4. How has UNDP worked with the with private sector and other stakeholders on job creation and policies that promote youth economic empowerment?
5. The COVID-19 pandemic has shaken the world of work and youth employment perspective around the globe. How has UNDP supported the emerging livelihood needs of youth?
6. How can we at UNDP overcome the challenges related to limited funding and short-term duration in youth employment and entrepreneurship projects to promote initiatives that lead to more sustainable results?

¹The 9 participants refer to UNDP staff who provided comments during the Webinar.



The SparkBlue consultation will be used in two ways: First, it will feed into strategic processes within UNDP’s Bureau of Policy, Programmes and Strategy (BPPS), including the Options Paper on Inclusive Growth. Second, it will be used as a data source to inform the corporate evaluation on “Youth Economic Empowerment” current conducted by the UNDP Independent Evaluation Office and to be presented to the UNDP Executive Board in January 2022. Through these two avenues, it is expected that the lessons discussed in this consultation will, in the medium-term, inform policy-making and support organizational learning.

KEY POINTS



Examples of (good practice) programmes

The discussion brought a number of examples of UNDP-led programmes in the area of youth economic empowerment. However, the focus was mainly on presenting activities rather than identifying the success factors. The recurrent topics were inclusion efforts – closely linked to gender equality (Bosna and Herzegovina) and people with disabilities (Turkey) – and entrepreneurship support (Turkey, Peru). Although supporting entrepreneurship among young people was mentioned as one of the major ways of youth economic empowerment, it was also noted that it cannot serve as the only (or even predominant) solution for youth employment.

Other examples involved the systems approach integrating all key stakeholders, involving diaspora, promoting UNV modalities (Bosna and Herzegovina), and the issues of rural youth and tourism (Peru).



Main barriers to your economic empowerment

Barriers to youth economic empowerment were seen in discrepancies between the labor market’s supply and demands sides (Turkey, Bosna and Herzegovina, Peru), which pushes young people into the precarious informal labor market (Bosna and Herzegovina, Peru). This issue is exacerbated by low-quality education (Turkey) and lack of opportunities in rural agricultural regions (Peru, Bosna and Herzegovina). Young women are especially disadvantaged as their school drop-out rates are higher (Peru). Entrepreneurship is hindered by a low level of related skills (Turkey) and administrative obstacles (Bosna and Herzegovina). Overall, the situation was reported to have worsened due to the COVID-19 pandemic.

The participants also mentioned several challenges with support provided by the government and other involved organizations, namely lack of coordination, limited scale of their activities and difficulties in providing the services to those who are hard to reach (Peru, ECIS).



Involvement of youth in planning of UNDP youth economic empowerment programmes

The participants brought examples of youth involvement mainly in participatory mapping of efficient solutions (Peru) and policy dialogue (Bosna and Herzegovina). Issues addressed were related to informal labor (Peru) and discussing specific policy interventions (Bosna and Herzegovina).



Working with the private sector and other stakeholders

The examples of working with the private sector were highlighted, especially partnerships in the digital sector (Turkey, Bosna and Herzegovina), and support provided to increase gender equality at workplaces.

An important point brought was the need to cooperate with stakeholders beyond the private sector – public institutions, government bodies, and especially schools and universities (Peru, Bosna and Herzegovina).



Supporting emerging needs amidst the COVID-19 pandemic

Needs emerging amidst the COVID-19 pandemic were identified such as the increased use of digital tools, and the importance of supporting youth in taking part in the digital sector (Turkey, Zimbabwe, Pakistan, Georgia). There is a stronger need for mental health services (Bangladesh). Innovative solutions involving diaspora was also mentioned (Bosna and Herzegovina), as well as fostering cooperation between UN Agencies (Turkey).



Overcoming challenges related to limited funding and short-term duration in youth employment and entrepreneurship projects

The discussion participants provided a number of suggestions stemming from their experience. They highlighted the need for addressing the disparities in the labor market gap, such as by focusing on strategic (digital) sectors and supporting youth’s professional orientation, and strengthening elements of inclusion, thought leadership and system thinking. Sustainability can be addressed by multi-year funding for longer projects and fostering cooperation with strategic stakeholders.

LESSONS LEARNED AND EXPERIENCE

The participants mainly brought good practice examples, such as the following:

Bosnia-Herzegovina

Engagement of key stakeholders (e.g., local, cantonal, entity, state governments, relevant line ministries, employment bureaus, universities, private sector, NGO sector, etc.) has proved to be very effective in terms of planning, implementation and maintaining sustainability of implemented employment support measures and interventions.

Diaspora played an important role, mainly through diaspora-engaged mentoring activities and supports toward entrepreneurship interventions. Innovating models of interventions, including long and short-term mentoring programs, connecting areas of studies with diaspora expertise, integrating research with applied solutions – all with diaspora support, plays an important role in stimulating engagement of youth within Bosnia and Herzegovina.

In the agri-food sector, UNDP encouraged companies employing youth and women to apply for financial support needed to increase competitiveness of their operations.

Promoting UNV modalities in programming improves youth employability.

Turkey

UNDP brings together the private sector, public and civil society organizations, and leads short, medium and long-term programmes for the economic empowerment of youth. The development of an entrepreneurship ecosystem is also another focus area of UNDP Turkey (through SDG Impact Accelerator Programme; Accelerate2030, International Entrepreneurship Center)

UNDP Turkey had a specific dedication on economic empowerment and inclusion of people with disabilities.

Peru

UNDP Peru is taking advantage of rural community tourism's good practices as an economical alternative to generate more employment opportunities and contribute to young people from rural areas skill development.

The program “Guerrero Emprendedor” (Warrior Entrepreneur) is a training program accompanying, training, and encouraging microentrepreneurs in our country through a flexible educational model. With a gender-marked approach, in this programme our participants are advised and guided by personalized support from volunteers.

Main barriers to youth economic empowerment UNDP is addressing

Bosnia and Herzegovina

Youth in Bosnia and Herzegovina face challenges in accessing the labor market. Unemployed youth (low-skilled youth in particular) are often pushed into informality, which is typically linked to poor working conditions or to labour migration.

Significant gaps between labour market needs and skills/educational attainments further contribute to lengthy and difficult school-to-formal-work-transition phases. One of the key barriers to youth economic empowerment is mitigating skills and knowledge gap in school/education supply side and needs of the labor market.

Young entrepreneurs face multiple problems when it comes to establishing new startup companies, such as the lack of seed funds, the lack of adequate entrepreneurial competences and skills.

Agriculture remains troubled with poor efficiency rates and low wages, both of which are targeted by UNDP projects.

Turkey

The most prominent barriers are the lack of job opportunities in a long-lasting economic crises environment and low-quality education lack of entrepreneurial knowledge and experience, as well as area and gender-based inequalities. There is a widening gap between the skills needed and available, in other words, a mismatch between the labor supply and demand in terms of skills.

Peru

In the case of Peru the young population has better education levels than the previous generation, they still need to build more skills to respond to the new market needs (careers of the future) and to help them achieve economic empowerment.

Rural young women concentrate the highest teenage pregnancy rates because of their hopes of escaping poverty in their primary families by getting support from their partners. It will be essential to provide incentives to rural families and their daughters to finish school and higher education, coming from delivering social protection financial mechanisms, technical education and university scholarships.

Another aspect is related to the job offers themselves, often being very limited or precarious for young people mainly (women) living in rural areas. Informal labor in rural areas reaches 95%.

COVID-19 has affected young people in Peru, reducing employment opportunities in mainly urban areas. It caused job loss for many young people who came from rural areas, most of them daily-wagers, forcing them to return to their native villages —a process called “reverse migration,” like what happened in India.

All the government’s support, such as money transfers or loans to MSMES, did not include young people as their target audience, hence their situation has worsened. The UNDP projects seek to improve young people’s skills, networking, and financing access tools to help them to develop sustainable livelihoods, in both urban and rural areas.

ECIS

One of the major problems is that there are Youth economic empowerment programmes that have not been systematized but are nonetheless implemented by different institutions, which often work with the same people inside the same communities. This sometimes results in a decrease of interest and waste of resources. Programme systematization, will greatly contribute to raising the effectiveness of youth economic empowerment programmes.

Some international organizations have a limited number of “their beneficiaries”, which in turn are a very small percentage of region-based young people.

The main bulk of youth policies, programmes and work tools is not modified for working with diverse groups of young people. The main UNDP interventions were aimed at the so-called “organized” youth (those who, for one reason or another, were involved in student, social or political organizations) which constituted a very small part of the entire youth sector.

Involvement of youth in planning of UNDP youth economic empowerment programmes

Bosnia and Herzegovina

SDGs Framework for Bosnia and Herzegovina as well as the UNDP Country Programme for Bosnia and Herzegovina 2021-2025 consider youth from various perspectives including those on gaining 21st century skills enabling them to get decent jobs. Entrepreneurship and other funding schemes supported by UNDP focus on youth.

More work is needed to understand the needs and provide support in timely, systemic manner. From our experience, integrating young people within policy dialog processes (for example, involving 3rd diaspora generation with youth in Bosnia and Herzegovina to work on specific thematic policy intervention and activity) is beneficial.

Peru

For example, in the rural community tourism proposal the young will be part of the mapping solutions stage which will later be implemented in rural areas. In the “Guerrero Emprendedor” program, young people will identify and select the topics needed to improve their business and to adapt their business model.

- With the “Informality Lab” planning to be launched soon, the focus will be put on identifying the challenges of informal employment and in economic sector prioritizing entrepreneurship in order to reduce formalization barriers, especially for young people.

Working with the private sector and other stakeholders

Turkey

“Together We Can” project; which is running with the support of Vodafone Turkey, the career planning trainings and digital skills development trainings are disseminated.

Innovation Campus project, a partnership with Samsung, is a talent development programme which offers intense IOT coding trainings to young men and women, who apply their knowledge in the projects that address SDGs.

UNDP also activated a platform named Business for Goals, together with 2 major business networks in Turkey, TUSIAD and TURKONFED.

Bosnia

In cooperation with 6 IT companies in Bosnia and Herzegovina, UNDP supports creation of new employments for youth, applying the programmes of retraining, additional training, and professional development of young people. The support aims to ensure that the 45 best youth will get employed in these companies.

In cooperation with diaspora, many initiatives were implemented that promote youth economic empowerment, involving private sector, public institutions, diaspora experts from different fields, CSOs and young entrepreneurs.

UNDP supports agri-food MSMEs and encourages companies employing young people to apply for funding, through award of additional points in the public call application processes.

In cooperation with Sarajevo Canton Ministry of Education and other line ministries, UNDP supported design of the entrepreneurship curriculum for two secondary vocational schools.

Peru

Private companies participate actively by convening their interest groups to be part of the training projects and programs. Likewise, they are interested in contributing to initiatives that promote young people’s economic empowerment. Similarly, public institutions and governments have also shown their interest in collaborating on employment and business development issues.

General

Partnerships with local colleges and universities (or secondary schools through Departments of Education) can help integrate curriculum that provides necessary skills trainings and relevant degree programs – with these programmes, special attention should be given to ensure to the enrollment of young women and girls, as well as persons with disabilities.

Supporting emerging needs amidst the COVID-19 pandemic

Digitalisation

The participants agree that the youth have been disproportionately affected. Bridging the digital divide and ensuring sustained access to digital tools for all must be a top priority in any youth economic empowerment strategy.

- In Turkey, COVID-19 significantly accelerated digitalization which needs to be addressed by provision of skills development training at every level of education from schools to university and vocational trainings, to fill this gap. However, access and availability of such education and training is limited.
- In Zimbabwe, UNDP has provided IT equipment and software to facilitate the transition of public education institutions to a virtual operating environment as part of the “Youth Connect” initiative – which seeks to support youth in skills development, enterprise, career guidance, and networks, empowering them to actively contribute to COVID-19 socioeconomic recovery.
- In Pakistan, UNDP is working with partners to provide professional online and offline training to thousands of young people in digital marketing and supply chain management. The program includes the provision of internet dongles to all trainees to ensure participation for all.
- In Georgia, UNDP is helping rural youth find new education opportunities and develop new skills through access to digital technologies and e-learning modules.

Mental health support initiatives

Interrupted education combined with family stress, risk of domestic violence, social isolation, and uncertainty is having huge effects on youth’s mental health, particularly young women.

- In Bangladesh, Moner Bondhu a platform that provides psychological support via a helpline number, workshops, and counseling services; since the onset of the COVID-19 pandemic, it has offered 24/7 free video and tele-counseling services to people -including youth- across the country (SDSN 2020).

Cooperation between UN Agencies

Turkey: UNDP and ILO Turkey Offices have united their forces to raise awareness on the impact of Covid-19 on youth, and to 'Build Back Better', ultimately. The two UN agencies have already organized a number of online workshops, live stream events that attracted high interested and reached thousands of youth in a limited time.

Mentoring; involvement of the diaspora

UDNP supported young entrepreneurs via mentorship from diaspora expert – one example being support with mentoring within Sarajevo Business Forum Start-up Challenge organized by Bosna Bank International (BBI) – where diaspora mentoring support was provided to the winning entrepreneurs.

Another example is the support provided towards the 12th Annual Days of Bosnian Herzegovinian American Academy of Arts and Sciences (BHAAS) Conference in Mostar during the ‘2021 Bosnia & Herzegovina three-minute thesis (3MT) competition challenge’ event.

Overcoming challenges related to limited funding and short-term duration in youth employment and entrepreneurship projects

Various ideas

It is necessary for UNDP to implement programmes for studying development approaches and modern-day transformation processes in the labour market and education systems (including IT possibilities such as Big Data, artificial intelligence, machine learning, etc.), and then, on the basis of those, generate programmes for applicable strategic reforms.

Serious reforms must be carried out in the professional orientation system: these should not only take into account the problematic state of the sector (i.e., be reactive), but also be based on the analysed material regarding the probable transformation scenarios for the labour market of the next few decades, as well as on a general vision regarding the country's development.

Youth initiatives, based on the human rights-based approach and gender transformative approach, should be mainstreamed into all national strategic documents; similarly, the principle of gender equality and non-discrimination should be mainstreamed into all public policies and programs related to youth issues.

It is necessary for UNDP to contribute to the formation of platforms for independent strategic thinking and planning in the sector of youth studies and programmes, as well as developing and applying long-term strategic guidelines (at least with the prospect of 25-50 years). Joint systems thinking and action platforms are useful in terms of mobilizing the interest and contributions of a variety of development actors. Building sustainable mechanisms and networks with the participation of actors from private sector, public authorities, academia and civil society is important to overcome the challenges.

Ideally, multi-year funding for multi-year projects would ensure maximum impact and sustainability but in the absence of such resources. UNDP designs its projects to complement and reinforce each other to the extent possible and compounding the impact with each subsequent project to partially compensate for the short-term duration and limited funding. UNDP also considers the projects implemented by other UN agencies and/or I/NGOs to ensure synergies are not missed.

Bosnia and Herzegovina: Overcoming the challenges related to limited funding and short-term duration in youth employment and entrepreneurship projects can be done through implementing initiatives in cooperation with public institutions, academia and CSOs focused on youth needs. What we have seen through our experiences is that if the intervention is well planned and demand-driven, the financial support provided by the project is always matched by other stakeholders – such as governments, private sector, SCOs etc.

Other points mentioned

Importance of social entrepreneurship and social innovation

The Youth Co:Lab, which was launched by UNDP and the Citi Foundation in 2017, aims to establish a common agenda for countries in the Asia-Pacific region to empower and invest in youth, so that they can accelerate the implementation of the SDGs through leadership, social innovation and



entrepreneurship. Several initiatives of UNDP's Accelerator Labs prioritize youth economic empowerment across diverse countries and territories.

Problematic aspects of too much focus on entrepreneurship support

Entrepreneurship alone (or even predominantly) is not the solution to youth unemployment. And, perhaps troublingly, it is the inability to find gainful employment that pushes young people to take up self-employment and entrepreneurship (UNDP Study on Informality and Social Protections).

In countries making the transition from agrarian-based economies to service industries, emphasis and programming (whether in education, or in targeted national outreach schemes) should be placed on preparing young people for the transition and equipping them with the necessary skills to be marketable employment candidates.

Programming

Programming emphasis should certainly be placed on emerging and in-demand sectors, including digital sector work. While these sectors are often context-specific there are also global "emerging sectors" that will have relevance in all regions, and will produce transferable skills, in the years ahead. One such sector is related to green, clean, and renewable energy and engineering.

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ANNEX 6. SAMPLE INTERVIEW GUIDE

Interview:

[Youth Economic Empowerment Evaluation]

Name of Interviewee	Title, Department	Institution
Date of Interview	Time	Online/In person

Introduction:

As you know, the UNDP Independent Evaluation Office of the United Nations Development Programme (UNDP) is undertaking an evaluation of UNDP work on Youth Economic Empowerment (YEE). The evaluation aims to provide UNDP management and stakeholders with an assessment of the results of UNDP YEE work, lessons learnt, and recommendations on the way forward. The evaluation is carried out by an independent team of professional evaluators, both in-house UNDP staff and externally hired. Results of the evaluation are expected to feed into the formulation of future UNDP strategies and programming on YEE.

Your participation will take about 60 minutes.

Informed Consent: There are no right or wrong answers, or desirable or undesirable answers. If okay with you, I will be recording our conversation so that other evaluation team members can listen to it. All recordings will be kept in a UNDP SharePoint folder only accessible to the evaluation team and will be deleted once the review is completed. (Feel free to let us know if you do not want to be recorded and we will oblige.) Everything you say will remain confidential, meaning that only myself and the review team will be aware of your answers. Your name will not be associated with your responses.

Your participation in this interview is entirely voluntary. Whether or not you decide to participate and what you tell us will not affect your continued relationship with UNDP. You are free to decline to answer any question, or to stop the interview at any time. If you have any questions or would like to report anything that happened during the interview process, you can contact the UNDP Independent Evaluation Office at tina.tordjman-nebe@undp.org.

Do you understand the purpose and nature of this evaluation and wish to participate as a key informant by answering a set of questions?

[If deemed necessary, the interviewer can also ask]: Are you in a safe place during this interview? Are you alone to answer the questions?

We would like to receive your feedback on [programme effectiveness and relevance]. Your feedback – either positive or negative – is valuable and will be used as part of the overall analysis together with other information and data collected by the team.

Do you have any questions before we begin?

1. INTRODUCTION

- Introduction of the evaluation and team
- Introduction of interviewee - general and in relation to YEE

2. CONTEXTUAL CHALLENGES AND UNDP COUNTRY/REGIONAL RESPONSE

- **Most pressing challenges** for youth in the region in relation to EE (incl. intersectional)
- **UNDP Response to challenges** at country/regional levels (type of response – issue based, broader organisational agenda, clear strategy). Extent of success.
- Any examples of **important synergies** on YEE with other interventions/actors

3. UNDP PROJECTS DESIGN IN RELATION TO YEE

- Extent of **appropriateness** of projects to YEE actual needs, country context and specificities (upstream and downstream work, supply and demand, enabling environment, informal sector, entrepreneurship, strengthening youth-led organisations)
- Extent of **coherence** between UNDP **projects and Country/Regional Office priorities** (linkages, duplication)
- Extent of reach to **different types of target groups** (age, gender, education, socio-economic situation, special needs, refugees etc, **most vulnerable groups**)
- Extent of **youth engagement in projects' design/implementation**

4. YEE ACHIEVEMENTS AND ROOM FOR IMPROVEMENT

- **Most significant results** of benefit to YEE (with attention to balancing supply and demand; key drivers of economic empowerment - Assets, Agency and Contribution, Enabling Environment), **unexpected results**
- Evidence of most noticeable **impact on youth** – (empowerment chain - *motivation, behaviours, economic benefits, or overall empowerment*)
- **Most significant contributing factors** to success or failure (Incl. UNDP instit. support)
- **Measurement, documentation, and sharing of achievement/lessons learned** (e.g., south-south)

5. YEE PARTNERSHIPS & SUSTAINABILITY

- **Main positive results from UNDP YEE partnerships, areas for improvement**
- **Incidence and potential for Innovation** (e.g. in relation with Innovation Labs)
- Accounting for different types of **sustainability** (organizational, capacity, financial, etc.), potential for scaling up

6. LESSONS LEARNED, RECOMMENDATIONS, AND CLOSING

- Looking forward **useful approaches**, alternative approaches **to adopt**
- **Additional final remarks**

Thank you for your time and participation. If there are any documents or additional information you would like to share, please contact [name of regional evaluator and email]

Notes to Interviewer: Recording



You need to ask permission of the participant(s) to record the interview, as per above. Only the host/co-host of the Zoom meeting will be able to record the meeting. Once recorded, please save the file in the YEE SharePoint folder, in the folder “Interviews”, along with the corresponding audio file, if applicable. We will also be sending an Otter link which can be used for automatic transcripts.

ANNEX 7. INTERVIEWEE NUMBERS BY TYPE OF STAKEHOLDERS AND REGION

	Global	RBA	RBAP	RBAS	RBEC	RBLAC	Total
UNDP	19	26	18	12	29	17	121
Project beneficiaries and other youth ²	2	6	3	3	10	1	25 (+598 during SenseMaker sessions)
Government, private sector and other	9	7	51	4	13	4	88
Total	29	39	72	19	52	22	234

² 13 youth were invited to participate in a closed consultation meeting to discuss the emerging conclusions and recommendations of the evaluation.

ANNEX 8. QUESTIONNAIRE FOR THE PARTICIPATORY NARRATIVE SURVEY



Welcome to this online feedback tool.

Your voice counts and should be heard. You will help young people by telling us how we can make it easier to find a job or start a business in your country.

The online tool is part of a global evaluation of United Nations Development Programme (UNDP) support to Youth Economic Empowerment. Your response will help UNDP to devise more effective programmes and strategies for youth.

You will be asked to describe your experience related to a UNDP-supported programme you participated in. After you shared your experience, we will ask a set of 15 follow-up questions. Your participation is completely voluntary and anonymous. We will not collect or store any personal data. If you have any questions or concerns, please contact daniel.alonso@undp.org

I agree to participate voluntarily in this online feedback tool and understand that my responses will be made available only to the evaluators of UNDP's Independent Evaluation Office.

Yes

Select the programme you participated in

- RWANDA - Youth Connekt (UNDP)
- AFRICA REGION - Youth Connekt Initiative (UNDP)
- MALI - TEF Youth Entrepreneurship Programme (UNDP)
- ASIAN-PACIFIC REGION - Youth Co-Lab-BRH
- PAKISTAN - Youth Empowerment Programme (UNDP)
- TAJIKISTAN - Socio-economic opportunities for women and youth (UNDP)
- GUATEMALA - Politicas Municipales de Juventud (UNDP)
- LEBANON - Youth Leadership Programme (UNDP)



 **Please tell us your experience**

Can you tell us how participating in the project has influenced your opportunities and feelings about finding a job or starting a business?



Describe what changed for you, positive and/or negative. Try to be as specific and detailed as possible (between 5 to 10 sentences).

Please give a short title to your story:

Please answer the following questions in relation to your story

A. General nature of the story

1. My story above is about ...
(max 2 answers)

- Self-confidence
- Social relations / networks
- Making choices
- Problem solving
- Feeling capable
- Taking decisions
- Goals and ambitions
- Dignity
- Other:

2. In my story, which aspects influence my professional or economic opportunities most? (max. 2 answers)

- Where I live
- Where I come from
- My age
- My family situation
- My education
- My gender
- My economic situation
- My relations / networks
- Other:

3. In my story, which things in my country make it most difficult to find a job or to start a business?
(max. 2 answers)

- Opportunities to earn money
- A legal and political work context
- Lack of funding to start my business or market my products
- Access to land
- A peaceful and secure living / work environment
- Job offers
- Getting skills and competencies
- Other:

4. In my story, ...

I feel in full control of my professional future

I feel other factors will decide my professional future

Not applicable

5. To improve my opportunities to find a job or start a business

I feel I don't have enough support from other people

I feel I have good support from other people

Not applicable

6. My professional future will be mostly affected by ...

My own goals and ambitions for the future

What other people (family or friends) expect me to do

Not applicable

7. In my story, I get support from ...

family, friends and people in my network

Not applicable

government or other organisations

the UNDP project

3



B. About the programme you participated in

(Contribution UNDP's support)

8. What happened in my story

happened without influence from the project



only happened because of the programme

Not applicable

9. I think the changes I described in my story that were created by the project will last ...

very briefly

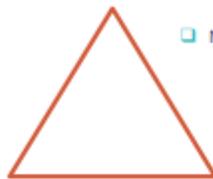


very long

Not applicable

10. What happened in my story, was caused ...

by my own efforts



Not applicable

through help from other people

by participating in the project

11. In my story, the project mainly assisted in creating ...

my professional relationships



Not applicable

my skills and abilities

my self-confidence

12. "As a result of participating in the project, my opportunities for work or to start a business got better." (max. 1 answer)

- I disagree completely
- I disagree somewhat
- I neither agree nor disagree
- I agree somewhat
- I agree completely

14. What is the most important change you experienced through participating in the project? (max. 1 answer)

- I am much more motivated
- I learned new skills
- I feel more competent
- I am already taking concrete actions
- I am already having economic benefits
- None of the above

13. What was the most useful support provided by the programme? (max. 3 answers)

- Access to skills
- Access to coaching / mentors
- Access to information / knowledge
- Access to technology
- Access to equipment / infrastructure
- Access to land
- Access to support services
- Access to money and/or financial services
- Access to job or internship opportunities
- Access to new contacts for work or starting a business
- Other:

15. Since you ended the programme, what action did you take? (tick all that apply)

- I did not take any action so far
- Get additional skills
- Encourage my friends or family to join a similar programme
- Be more active in my community
- Take up a leadership role in my community
- Any other actions (please specify)

4

Demographic questions

1. I am a ..

- Woman
- Man
- Non-binary
- Prefer not to say

2. My age:

- 17 or younger
- 18 to 24 yrs old
- 25 to 35 yrs old
- 36 or above

3. What is your situation at this moment?

- Employed
- Unemployed
- Self-employed
- Unpaid work in family business / internship
- Student

4. What is your financial situation at present?

- I feel secure financially
- Each month I have just enough to take care of my needs
- I can not meet my needs

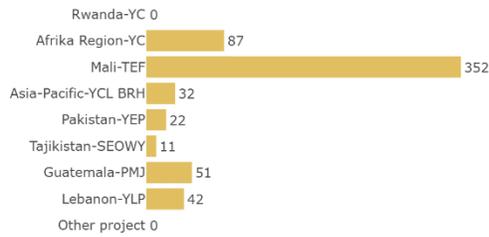
Can your story be shared in public documents such as reports, blogs, websites, ...

- Yes
- No

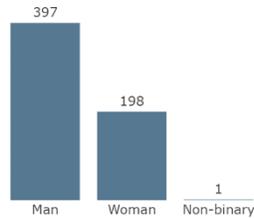
ANNEX 9. BASIC STATISTICS ON THE PARTICIPATORY NARRATIVE SURVEY (598 STORIES)

1. Total respondents

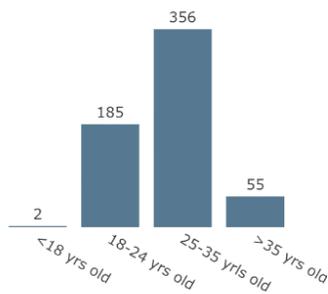
Project



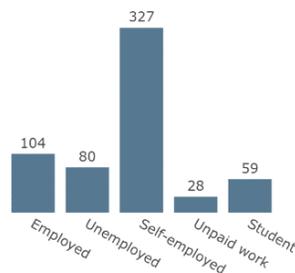
Demographics – Gender



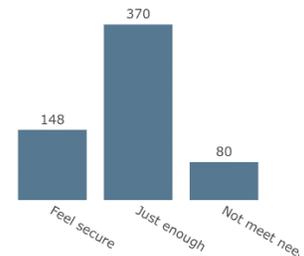
Demographics – Age situation



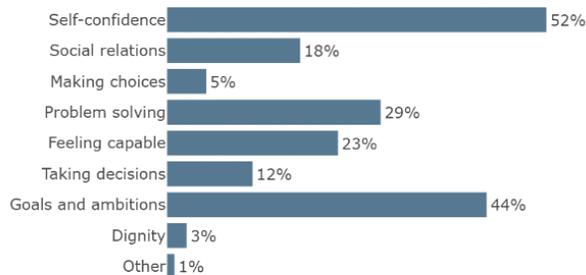
Demographics – Status



Demographics – Financial

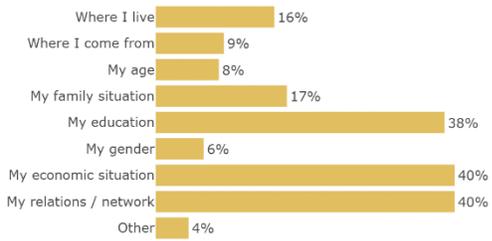


My story is about...

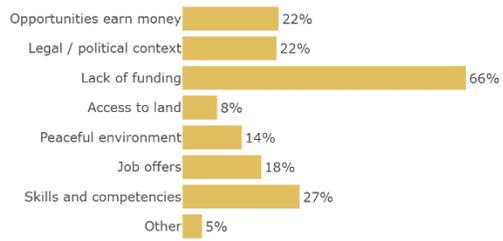


2. Influencing factors

Personal aspects



Challenges



ANNEX 10. PROTECTION PROTOCOLS FOR THE SENSEMAKER

Ethical Principles for YEE Participatory Narrative Survey (SenseMaker)

1. **Beneficence/Potential benefits:** This survey specifically targets youth benefitting from UNDP-supported services. The potential benefits are likely to be indirect as information from the survey will contribute to the improvement of UNDP strategies and programmes.
2. **Maleficence/Potential risks and mitigation:** This survey contains minimal risks to participants. In certain cases, there might be some risk for participant discomfort, particularly if recalling a situation that was experienced as sensitive or negative such as prolonged unemployment. During the consent process, participants will be informed that if they experience discomfort, they will be able to stop the process at any time, and that they can also request that any data collected to that point is not used. Further, following consent, respondent data will be protected by *Voices That Count* and will be shared only with the evaluation team. Nobody at UNDP CO level will be informed about which youth participated or refused to participate.
3. **Localization:** The questionnaire and the consent note are adjusted to the competencies, language, and culture of the targeted community. Translators were present in the sessions in Tajikistan and Pakistan since the questionnaire was in a second, widely used language (Russian, English, French, Spanish and Arab).
4. **Gender sensitivity and gender, age, and diversity mainstreaming:** UNDP employed gender-responsive methods, aiming to ensure inclusive participation and gather feedback from young men and women of different walks of life to present a holistic picture of how assistance is perceived amongst key demographics. A key challenge is that, due to COVID-19, most SenseMaker workshops had to take place remotely via Zoom or other means, which presented a barrier to potential participants with lower literacy skills and limited connectivity.
5. **Informed consent and confidentiality:** Prior to filling the participatory narrative survey, participants were asked to provide written informed consent in the workshop language (by clicking a consent button). Informed consent includes clear information regarding objectives and how information will be collected, used, and shared; that participation is voluntary and incentives are provided (certificate of participation and chance to win a smart phone). *Voices That Count* and UNDP ensured that sensitive information cannot be traced back to its source to protect individuals from potential reprisals.
6. **Refusal:** Facilitators of the real-time sessions were fully briefed on how to deal with refusal. They were trained to reassure the respondent that the evaluation is independent, that all information provided is confidential, and to emphasize the importance of the topics the survey covers. They were instructed to assure participants that they can skip any question they do not like to answer, or withdraw consent even once the session is over. Reasons for refusal were recorded to identify and resolve issues as they arose.
7. **Integrity and accountability:** UNDP commits to a comprehensive and balanced presentation of evaluation findings as per UNEG Ethical Guidelines for Evaluation (2020) and the UNEG Pledge of Commitment to Ethical Conduct in Evaluation, signed by all personnel working on this evaluation.
8. **Respect for Dignity and Diversity:** Any individual involved in the exercise was treated with the highest level of respect and objectivity irrespective of gender, age, religion, or any other demographic or ethnic affiliation, as per the UNEG guidelines.

Protocols to ensure subject's safety

Each context for youth economic empowerment interventions has its own specificities. It was imperative to prevent lines of inquiry that could potentially strain relations or jeopardize future UNDP operations or outcomes. To this end, a context and issue sensitive Do No Harm approach was adopted, while mitigating against any potential deleterious effects. For instance, participatory narrative surveys were conducted on WhatsApp (Lebanon) where Zoom was considered too costly for youth; and an in-person workshop was organized in Pakistan in a place that provided youth computer access. Wherever possible, evaluators tried to ensure that the interview/focus group environments were calm and quiet.

Protocols for the protection of human subjects' identities

UNDP commits to protecting the confidentiality and anonymity of the questionnaire. The data collection tools intentionally do not request participants' names. Contact information (email addresses) was collected only for those who "opt-in", with the sole purpose of entering participants into a raffle to win a compensation prize. Email addresses are stored in a secure server provided by the IEO/UNDP – the SenseMaker questionnaire directs participants there. This information will be destroyed after use and latest by the end of 2021. No report will be released based on the collected SenseMaker information alone, as this is input into a larger evaluation effort.

Protocols for the protection of data

UNDP has a comprehensive backup system consisting of incremental, daily, weekly, and monthly full system backups. All emails, files, and internet content are swept regularly for viruses, and our servers have protection software. UNDP will store data and all appropriate documentation for 10 years after the completion of the evaluation, including the follow-up (management response, board reporting) period, unless requested otherwise. All data collected are stored on password-protected UNDP OneDrive accounts. UNDP has upgraded all personal security to two-factor authentication (2FA). Hard copies will not be used in this evaluation, given its remote design.

In case of any breach of these protection procedures, UNDP would notify HML IRB promptly.

ANNEX 11. PROJECT LIST

Project Title	Region	Country office	Start year	End year	Budget ³	Expenses	Degree of youth focus ⁴	Signature solution	Policy Marker on Gender Equality	Degree of country fragility or conflict	Unemployment, youth total (% of total labor force ages 15-24)
Supporting the Scaling up of the YOUTHCONNEKT Model	RBA	Regional	2018	2022	\$14,180,000	\$13,191,690	Focused	1 – Poverty	GEN2	na	12,4
Youth Leadership Programme	RBAS	Regional	2019	2020	\$26,584	\$10,349	Focused	2 - Governance	na	na	25,7
Tony Elomu Foundation - Youth Entrepreneurship Programme	RBA	Regional	2020 (initiation plan)	2021 (initiation plan)	\$5,598,400	\$5,159,266	Focused	na	GEN2	na	25,7
Response to COVID-19	RBEC	Albania	2020	2021	\$80,250	\$78,387	Large	2 - Governance	GEN2	Medium-intensity conflict	27
Youth Employment	RBEC	Albania	2014	2020	\$3,717,941	\$3,372,060	Focused	1 - Poverty	GEN2	Medium-intensity conflict	27

³ The documented budget and expenses refer to the overall amounts of selected YEE-related outputs over the evaluation period (2015-2021). When the financials are not available at the output level (specifically, for the projects ‘Supporting the Scaling up of the YOUTHCONNEKT Model’, ‘Tony Elomu Foundation - Youth Entrepreneurship Programme’, ‘Preventing Violent Extremism in Tanzania’, ‘Programa de Apoyo a la Juventud’, ‘Youth Leadership Programme’, and ‘Joint SDG Fund - Expanding the social protection system for young men and women in the informal economy’), amounts at the project level are provided.

⁴ “Focused” refer to projects where youth are mentioned in the project title and are the only beneficiary in the project title description; “semi-focused” refer to projects where youth are mentioned in the project title description as one of the beneficiaries; “large” refer to projects where youth are only mentioned at the output level.

Support to youth alternatives in Northern Albania	RBEC	Albania	2018	2020	\$450,417	\$426,016	Focused	1 - Poverty	GEN2	No conflict	27
Skills Development for Employment Programme	RBEC	Albania	2019	2022	\$1,309,673	\$1,273,231	Large	1 - Poverty	GEN2	No conflict	27
United for Youth Employment in Cambodia	RBAP	Cambodia	2017	2019	\$579,528	\$416,308	Focused	1 - Poverty	GEN1	Medium-intensity conflict	0,4
Promoting Decent Youth Employment in Cambodia	RBAP	Cambodia	2019	2021	\$1,971,940	\$943,502	Focused	1 - Poverty	GEN2	Medium-intensity conflict	0,4
Programa de Apoyo a la Juventud	RBLAC	Chile	2021	2021	\$2,064,942	\$1,046,129	Focused	2 - Governance	GEN2	No conflict	19,6
Marco de colaboración para el desarrollo juvenil	RBLAC	Chile	2019	2021	\$2,488,421	\$1,146,950	Focused	1 - Poverty	GEN2	No conflict	19,6
Marco de colaboración para apoyar el trabajo con jóvenes	RBLAC	Chile	2020	2021	\$2,164,037	\$2,059,728	Focused	1 - Poverty	GEN2	No conflict	19,6
FORMACION PROFESIONAL JOVENES Y TRABAJADORES	RBLAC	Cuba	2019	2023	\$5,018,228	\$2,078,461	Focused	2 - Governance	GEN2	No conflict	4
Joint SDG Fund - Expanding the social protection system for young men and women in the informal economy	RBLAC	Ecuador	2019	2021	\$290,934	\$156,831	Focused	1 - Poverty	GEN2	No conflict	8,7

POLITICAS MUNICIPALES DE JUVENTUD	RBLAC	Guatemala	2010	2023	\$30,353,078	\$12,775,477	Focused	1 - Poverty	GEN2	No conflict	4,9
Projet conjoint jeunesse et résilience	RBA	Mali	2013	2021	\$681,089	\$483,396	Focused	1 - Poverty	GEN3	No conflict	16,7
Appui au Renf. des Cap de Res des Fem et Jeunes Tomb Gao	RBA	Mali	2015	2021	\$2,497,736	\$2,407,984	Focused	1 - Poverty	GEN1	No conflict	16,7
Appui à la Sécurité Humaine au Nord Mali	RBA	Mali	2016	2021	\$873,691	\$854,484	Semi-focused	2 - Governance	GEN2	No conflict	16,7
Promoting Employment & Productivity in Garment Industry	RBAP	Pakistan	2012	2019	\$4,392,377	\$4,095,032	Semi-focused	1 - Poverty	GEN2	No conflict	7,8
Youth Empowerment Programme	RBAP	Pakistan	2018	2022	\$12,725,166	\$10,906,740	Focused	1 - Poverty	GEN2	No conflict	7,8
Supporting Lebanese Hosting Communities	RBAS	Lebanon	2012	2022	\$172,222,425	\$150,880,037	Large	1 - Poverty	GEN2	No conflict	17,1
Support to Joint Youth Employment Programme	RBA	Rwanda	2014	2019	\$1,841,802	\$1,795,799	Focused	1 - Poverty	GEN2	High-intensity conflict	1,7
Joint Youth Program	RBA	Rwanda	2019	2023	\$4,704,189	\$3,249,764	Focused	1 - Poverty	GEN2	Medium-intensity conflict	1,7
Promotion Emploi Jeunes intégrant la variable migratoire	RBA	Senegal	2016	2018	\$255,751	\$207,452	Focused	1 - Poverty	GEN1	High-intensity conflict	7,7
Employment and Peacebuilding	RBAS	Lebanon	2017	2020	\$1,537,027	\$1,491,358	Focused	2 - Governance	GEN1	High institutional and social fragility	17,1

PROGRAMME D'APPUI A L'EMERGENCE DE FAMILLES PRODUCTIVES	RBA	Senegal	2019	2024	\$918,246	\$785,036	Semi-focused	1 - Poverty	GEN2	No conflict	7,7
PROJET TRAC II	RBA	Senegal	2019	2023	\$4,778,871	\$3,106,186	Semi-focused	6 - Gender	GEN2	No conflict	7,7
Programme de Développement Economique et Social	RBA	Senegal	2013	2018	\$1,213,366	\$1,130,551	Large	1 - Poverty	GEN2	High-intensity conflict	7,7
Joint Programme on Youth Employment	RBAS	Somalia	2015	2021	\$9,339,028	\$8,472,213	Focused	5 - Energy	GEN2	No conflict	19,8
Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL)	RBAS	Somalia	2016	2022	\$7,800,172	\$4,501,544	Large	5 - Energy	GEN2	No conflict	19,8
DDR/ARMED VIOLENCE REDUCTION PROJECT IN SOMALIA	RBAS	Somalia	2009	2021	\$3,583,534	\$2,396,659	Large	2- Governance	GEN2	No conflict	19,8
Poverty Reduction and Environment Protection (PREP)	RBAS	Somalia	2010	2019	\$1,493,340	\$1,341,719	Large	5 - Energy	GEN2	No conflict	19,8
Community Stabilization & Integration of Vulnerable Youth	RBAS	Somalia	2016	2018	\$2,315,996	\$1,511,488	Focused	3 - Resilience	GEN2	No conflict	19,8
Socio-economic opportunities for women and youth in Taji	RBEC	Tajikistan	2017	2020	\$1,706,574	\$1,801,113	Focused	1 - Poverty	GEN3	No conflict	12,9

Youth for Business and Innovation in Tajikistan	RBEC	Tajikistan	2019	2021	\$1,386,073	\$829,314	Focused	1 - Poverty	GEN2	No conflict	12,9
Empowered youth for peaceful Tajikistan	RBEC	Tajikistan	2020	2021	\$1,298,410	\$187,234	Focused	1 - Poverty	GEN2	No conflict	12,9
Youths Econ Empowerment; through Connecting Dots VC Ecos	RBA	Tanzania	2018	2021	\$738,030	\$696,710	Focused	1 - Poverty	GEN2	No conflict	3,5
Connecting Youth with Sustain Agri.	RBA	Tanzania	2019	2021	\$2,115,776	\$1,444,266	Focused	1 - Poverty	GEN1	No conflict	3,5
Preventing Violent Extremism in Tanzania	RBA	Tanzania	2017	2021	\$6,216,138	\$5,362,705	Large	2 - Governance	GEN3	No conflict	3,5
UN Joint Programme for Kigoma	RBA	Tanzania	2017	2021	\$1,357,135	\$896,304	Large	1 - Poverty	GEN3	No conflict	3,5
Innovate for Inclusive Growth Project	RBA	Zambia	2014	2018	\$2,066,930	\$1,979,412	Large	4 - Sustainable	GEN2	No conflict	22,6

Sources: UNDP Transparency Portal; UNDP Power Bi Dashboard; World Bank country classifications; ILOStats.

ANNEX 12. TRIANGULATION MATRIX

Steps from Data Compilation to Findings				
1: Desk Review of Past Evaluations and Other Secondary Sources (“Meta-Analysis”)	2: UNDP Self-Assessment (ROAR, Progress Reports, Group Calls/Interviews with Staff) *	3: Surveys and Interviews with External Stakeholders/Experts and Affected Populations (SenseMaker, Focus Groups and Youth Organization Survey)	4: Evidence Variations and Gaps (Variations between sources. Areas where evidence seems weak. Robustness of evidence.)	Key Preliminary Findings: Aggregation and Overview from Columns

Relevance

EQ1: To what extent have UNDP Youth Economic Empowerment interventions responded to the most pressing challenges youth face?

EQ2: How has UNDP support evolved with the outbreak of the COVID-19 pandemic to

address youth’s emerging needs?



Coherence

EQ3: How coherently has UNDP used its resources, corporate tools, and processes to promote Youth Economic Empowerment for poverty reduction and social cohesion?

EQ4: To what extent, and with what results, have UNDP strategies and programmatic direction coherently promoted a whole of society, whole of government, and whole of

system engagement for Youth Economic Empowerment at regional and country level?

Effectiveness and Sustainability

EQ5: How effective has been UNDP's work in contributing to Youth Economic Empowerment for poverty reduction and social cohesion?



a. To what extent have UNDP interventions contributed to the creation of an enabling environment for Youth Economic Empowerment, including at policy level?

b. To what extent has UNDP contributed to the psychological and behavioral

empowerment of youth, moving beyond the provision of knowledge and skills, to

consider motivation and cognitive biases?

c. To what extent, and with what results, has UNDP promoted decent employment

opportunities for livelihood improvement, including during the COVID-19 pandemic?

EQ6: To what extent have the results achieved with UNDP support



continued promoting
behavioral change and
sustainable employment
for livelihood
improvement and

poverty reduction after
the end of programmes?

EQ7: What factors
contributed to, or
hindered, the success
and sustainability of
UNDP

contributions to Youth
Economic Empowerment
in all its dimensions?

Cross-Cutting Issues: Inclusiveness and Innovation

EQ8: To what extent, and
with what results, have
UNDP interventions
promoted the
engagement of
marginalized and
vulnerable youth,
including economically
vulnerable

young men and women,
rural youth, indigenous
youth, youth with
disabilities, and Lesbian



Gay Bisexual Transgender
and Intersex youth?

EQ9: To what extent has
UNDP used innovative
approaches in addressing
youth needs and
challenges?

EQ10: To what extent,
and with what results,
has UNDP promoted the
exchange of good
practices and innovations
for replication?

ANNEX 13. SURVEY WITH YOUTH ORGANIZATIONS

Youth Organization Survey

Dear respondent,

Welcome to this self-completion survey, which is part of the global evaluation of UNDP support to Youth Economic Empowerment for the period of 2015 onward.

Your organization has been selected to participate in the survey given your impressive track-record on youth issues and/or past collaboration with UNDP. Your insights are most valuable for us. Specifically, your response, in combination with desk-based research, interviews and other data, will help UNDP devise more effective programmes and strategies to support youth economic empowerment.

The survey was designed and is managed by UNDP's Independent Evaluation Office, which is an autonomous oversight function, independent from the UNDP offices you may have interacted with in the past. Please give us your honest and frank opinion without fear of reprisal. It will ultimately help UNDP deliver better results for youth.

Kindly note that the survey is institutional (not individual); that is to say, only one answer is expected from your organization. Feel free to consult others in your institution as you think of the best answer to the questions but please only send one response.

The results of this survey will be accessed only by the independent evaluation team. Your answers will remain confidential, and the final report will not contain any reference that would allow the reader to identify you or your organization. Please feel free to skip any question that you are not comfortable answering.

If you have any questions or concerns regarding this survey, please contact Xiaoling.Zhang@undp.org.

Thank you in advance for your time and valuable contribution.

I. Information about your organization

Please answer the following questions regarding your organization.

1. Working areas - Select all the apply.

Check box

- Engagement, participation, and advocacy
- Quality education and health services
- Economic empowerment through decent work

- Human rights
- Peace and resilience building
- Other (please specify)

2. Operational scope

Multiple choice

- Global
- Regional (please indicate in the text box below which region)
- National (please indicate in the text box below which country)
- Other (please explain in text box below)

3. Does your organization work with vulnerable or disadvantaged youth? Please select all that apply.

Check box

- Youth living with disabilities
- Youth living with HIV/AIDS
- Youth living in rural areas
- Youth living in conflict and/or fragile settings
- Migrant and/or refugee youth
- Ethnic minority youth
- Indigenous youth
- LGBTI youth
- Young women and girls
- Other (please specify)

4. Size of membership

Scroll bar between 1 to 10,000

Other (please specify)

II. Collaboration between UNDP and your organization

Please answer the following questions based on your previous collaboration with UNDP.

1. For how long has your organization been engaging with UNDP in youth economic empowerment activities?

Multiple choice

- >10 years
- 6-10 years
- 3-5 years
- 1-2 years

- Less than 1 year
- Never
- Other (please specify)

Note for Survey Monkey logic setting: if the respondent select option “Never” in this question, s/he will skip question 2 to 6 and go directly to question 7.

2. Which type of activities has your organization partnered with UNDP on? Please select all that apply.

Check box

- Youth employment project/programme
- Youth entrepreneurship project/programme
- Youth skills development project/programme
- Youth innovation competition and/or event
- Youth economic empowerment platform, network and/or community of practice
- Youth economic empowerment conference
- Youth economic empowerment study and/or research
- Enabling environment (policies, regulation and investment for youth)
- Youth political participation
- Other type of activities (please specify)

3. Which role did your organization play in those UNDP youth economic empowerment activities? Please select all that apply.

Check box

- Member of project board steering committee
- Participant in project/activity design consultation
- Implementing partner of project/programme
- Contractor of project/programme
- Beneficiary of project/programme
- Participant in event
- Other (please specify)

4. Has your organization received any support from UNDP youth economic empowerment programmes? Please select all that applies.

Check box

- Institutional strengthening
- Grants or other kinds of financial support
- Thematic technical support
- Policy advisory
- Advocacy support
- Support in conducting research

- Provision of other knowledge products
- Facilitation of dialogue with Governments
- Facilitation of knowledge sharing with other organizations
- Facilitation of network with other organizations
- No support received so far from UNDP
- Other type of support (please specify)

Note for Survey Monkey logic setting: if the respondent select option “No support received so far from UNDP” in this question, s/he will skip question 5 to 6 and go directly to question 7.

5. To what extent did UNDP support address the needs of your organization?

Multiple choice

- Significantly
- Moderately
- Slightly
- Not at all

6. How would you rate the quality of UNDP support to your organization?

Multiple choice

- Satisfactory
- Moderately satisfactory
- Moderately unsatisfactory
- Unsatisfactory
- N/A

III. Performance of UNDP youth economic empowerment activities

7. How familiar are you with UNDP’s **approach** to youth economic empowerment?

Multiple choice

- Familiar
- Moderately familiar
- Moderately unfamiliar
- Unfamiliar

Note for Survey Monkey logic setting: if the respondent select option “Unfamiliar” in this question, s/he will skip question 8 to 9 and go directly to question 10.



Now please answer the questions below considering the challenges youth face in the country/region (or globally) where you work.

8. To what extent is UNDP addressing the most pressing economic challenges?

Multiple choice

- Significantly
- Moderately
- Slightly
- Not at all
- I don't know.

9. To what extent is UNDP addressing youth's emerging needs due to the COVID-19 pandemic?

Multiple choice

- Significantly
- Moderately
- Slightly
- Not at all
- I don't know.

10. How familiar are you with UNDP's **activities and interventions** in the areas of youth economic empowerment?

Multiple choice

- Familiar
- Moderately familiar
- Moderately unfamiliar
- Unfamiliar

[Note for Survey Monkey logic setting: if the respondent select option "Unfamiliar" in this question, s/he will skip question 11 to 16 and go directly to question 17.](#)

Now please answer the questions below considering UNDP's activities in youth economic empowerment.

11. To what extent have UNDP's activities contributed to youth finding a job or starting a business in each of the following areas?

(1= Significantly; 2 = Moderately; 3 = Slightly; 4 = Not at all; I don't know)

Matrix

- Skills development
- Job creation

- Entrepreneurship promotion
- Creation of other income-generating opportunities
- Economic empowerment of vulnerable youth groups
- Economic empowerment of young women and girls
- Formalization of informal young workers
- Creating an enabling policy environment
- Access to finance, land, equipment or technology
- Youth motivation and self-confidence
- Other, please specify

12. How successful was UNDP's support to youth economic empowerment? Please rate each of the following types of support.

(1= Significantly; 2 = Moderately; 3 = Slightly; 4 = Not at all; I don't know)

Matrix

- Technical support
- Financial support
- Engagement of youth in intervention design
- Policy support
- Advocacy support
- Knowledge creation
- Knowledge exchange
- Facilitation of partnerships
- Experimentation / introduction of innovative approaches
- Other (please specify)

13. To what extent have UNDP's youth economic empowerment interventions benefitted from collaboration with other development actors?

(1= Significantly; 2 = Moderately; 3 = Slightly; 4 = Not at all; I don't know)

Matrix

- Government (central)
- Government (regional/provincial)
- Government (local)
- International NGOs
- National NGOs
- Youth led and youth-based organizations
- Other civil society, including media and academia
- Private Sector
- UN agencies
- Bilateral/multilateral development agencies
- International financial institutions
- Other (please specify)



14. To what extent are the results of UNDP's youth economic empowerment interventions likely to last?

Multiple choice

- Very likely
- Likely
- Unlikely
- Very unlikely
- I don't know.

15. In your view, what is UNDP's role and comparative advantage with regard to other development actors in the area of youth economic empowerment? What are the things that only UNDP can do, and what are the things that UNDP does better, compared with other actors?

Comment box

16. In your view, what is the weakness of UNDP in the area of youth economic empowerment and why?

Comment box

17. How do you think UNDP should further improve its collaboration with youth organizations like yours? How can UNDP work better in the youth economic empowerment area? Please let us know your suggestions, recommendations as well as any additional comments you would like to make.

Comment box
