

The Global Initiative on Decent Jobs for Youth

The strategy document

(22 October 2015)

Table of Contents

1	Introduction.....	63
1.1	Context.....	63
1.2	Youth Employment and the United Nations System	64
2	Vision and objective of the Global Initiative on Decent Jobs for Youth.....	66
3	Guiding principles of the Initiative.....	67
4	Key elements	69
4.1	Strategic multi-stakeholder alliance.....	70
4.2	Regional and country-level action	71
4.3	Knowledge facility on decent jobs for youth.....	74
4.4	Funding modalities and resource mobilization.....	75
5	Launch and implementation of the Initiative.....	76
5.1	Success factors	76
5.2	Launch of the Initiative: Main results and benchmarks for the initial period of implementation	77
5.2.1	Action to launch and initiate operations.....	77
5.2.2	Action for the implementation the Initiative	78
5.3	Modalities for the launch and implementation	80
5.4	Key risks and mitigation measures	80
6	Annex - Mapping of selected multi-stakeholder initiatives and partnerships (by alphabetical order).....	82

Submitted to HLCP by ILO, chair of the Task Team composed of: FAO, ITC, ITU, UNCTAD, UNDESA, UNDP, UNEP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNIDO, UNRWA, UN-WOMEN, UNWTO, WIPO, the World Bank Group and (ex officio) the Office of the Secretary-General's Envoy on Youth.

1 Introduction

1.1 Context

The youth employment crisis has become a stubborn reality in most countries and in all regions. It has resulted in increased vulnerability of young people in terms of: (i) higher unemployment; (ii) lower quality of jobs and structural underemployment for those who find work; (iii) greater labour market inequalities across different groups of young people; (iv) a longer and more insecure school-to-work transition, and (v) increased detachment from the labour market.

Currently, two out of five young people in the labour force are either working but poor or unemployed. To overcome the challenge of providing more decent jobs for young people, economies would need to create around 475 million productive jobs over the next decade in order to absorb the current number of unemployed youth and provide job opportunities for the approximately 40 million labour market entrants - mostly young people - each year.¹ These trends call for sustained investment to ensure that countries reap the benefits of the demographic dividend, particularly those with a significant youth bulge, by smoothing the transition of young people to decent work.²

Of the estimated 200 million unemployed people in 2014, about 37 per cent (or about 73 million) were between the ages of 15 and 24.³ In that year, the global youth unemployment rate was 13 per cent, which is practically three times as high as the adult unemployment rate.⁴ Heightened youth unemployment is common to all regions and is occurring despite the improvement in educational attainment, thereby fuelling social discontent. Across the globe, the challenge is not only to create jobs, but also to ensure quality jobs for young people who are often underemployed and work in the informal economy, or are engaged in vulnerable employment. ILO school-to-work transition surveys conducted in 28 low- and middle-income countries show that almost eight out of ten young workers work in the informal economy, either as wage earners or necessity-driven self-employed. The incidence of informality and slower transitions to stable employment is even higher among young women. Interventions are required to improve the productivity, earnings, working conditions and rights of young people, and particularly for those who work, but cannot escape poverty. Of particular concern is the issue of young workers (aged 15-17) in hazardous jobs, who in 2012 were estimated to number 48 million.⁵

Addressing the massive youth employment crisis is of vital importance from an economic and societal perspective. While the youth employment crisis cannot be dissociated from the overall employment deficit, and the need for job-rich inclusive growth strategies that deliver the goal of full, productive, freely chosen and decent employment for all, the following factors justify a priority focus on Decent Jobs for Youth.

First, young people have been disproportionately affected by the crisis. The ratio of youth to adult unemployment has multiplied above historical trends, and young people represent a large share of those in informal jobs, low pay and working poverty. Furthermore, in economic terms, persistent and high unemployment and underemployment have important adverse, longer-term and scarring consequences

¹ ILO, 2014: *Employment policies for sustainable recovery and development*, International Labour Conference, 103rd Session, Report VI, Geneva.

² Decent work combines access to full and productive employment with rights at work, social protection and the promotion of social dialogue, with gender equality as a cross-cutting issue.

³ ILO, 2015: *Global employment trends for youth 2015*. Within the United Nations System, and in all its statistics and indicators, young people are identified as those between 15 and 24 years of age.

⁴ Ibid.

⁵ ILO, 2013: *Marking progress against child labour: Global estimates and trends 2000-2012*; and 2011: *Children in hazardous work: What we know, what we need to do*.

for young people that extend through their adult job and life prospects. These include a higher risk of future joblessness or poor quality jobs, a prolonged period of unstable jobs and potentially depressed income growth. Moreover, these effects are more severe for youth entering the workforce with low educational levels, who are in a relatively disadvantaged position compared with their better educated peers. There remains a serious gender gap in labour force participation rates of young women. Apart from their detrimental effects on future wages, employability and job security, youth unemployment and underemployment constitute important costs for society. Youth is a decisive period of life because it is a time of huge physical, psychological and social change. For most young people, the transition to adulthood coincides with the transition into the world of work. The costs of joblessness or poor quality jobs for individuals and societies include reduced self-esteem, discouragement and diminished levels of health and well-being, which may persist for many years in adulthood. In some cases, democracy itself and its underpinning political processes can be exposed to social unrest. There are significant economic and societal pay-offs if these situations are remedied.

Technology, innovation and other factors have led to rapidly changing labour market opportunities, conditions and skill requirements for young women and men. In some technology sectors, there is even a skills shortfall, leading to unfilled job vacancies and the need for new skills training. Young people are also increasingly engaged in new forms of work, which may offer new employment opportunities. They may also expose young people to greater insecurity compared to core workers. Entrepreneurship, including web-based start-ups, are emerging as a pathway for some young people. However, entering self-employment and succeeding at it has proven challenging for youth who often lack the experience and skills and face limited access to social and financial capital, all key to start businesses and make them grow. Addressing these emerging trends through innovative solutions is critical for the future of work.

While a comprehensive approach to sustaining aggregate demand and boosting overall employment is a necessary condition for improving youth employment prospects, focussed and specific attention on opportunities for young people is equally important. An integrated and coherent approach that combines macroeconomic and microeconomic interventions, addresses both labour demand and supply, and the quantity and quality of employment, and which scales up innovative interventions, is critical to addressing the specific vulnerabilities and needs of young people during the transition to the world of work.

1.2 Youth Employment and the United Nations System

Youth employment has been a longstanding priority on the agenda of the United Nations. It is one of the main goals of the World Programme of Action for Youth. In September 2000, the Millennium Summit recognized the political urgency and relevance of addressing the youth employment challenge and issued a call to “develop and implement strategies that give young people everywhere a real chance to find decent and productive work”.⁶ This call was followed in 2001 by the establishment of the Youth Employment Network (YEN), a joint initiative of the United Nations Secretary-General, the Director-General of the ILO and the President of the World Bank, aimed at building international consensus and influencing the international agenda by engaging, educating and motivating actors for improved youth employment opportunities.

⁶ A/RES/55/2, para. 20.

In July 2011, the United Nations High-level Meeting on Youth reiterated the urgency of addressing the global challenge of youth employment through strategies for decent and productive work.⁷ It also encouraged member States to develop partnerships involving governments, employers' organizations, trade unions, the private sector, institutions of education at all levels, youth organizations and civil society. This was reaffirmed by the United Nations Conference on Sustainable Development, held in Rio de Janeiro in June 2012.⁸

In 2012, the United Nations Secretary-General outlined working with and for women and young people as one of the five generational imperatives of his five-year agenda. The United Nations, through its Inter-Agency Network on Youth Development (IANYD), has developed a System-wide Action Plan on Youth (Youth-SWAP), one of the five priorities of which is youth employment and entrepreneurship. The most recent ILO resolution on youth employment, adopted in June 2012, calls for urgent action to tackle the unprecedented youth employment crisis through a multi-pronged approach geared to pro-employment growth and decent job creation, together with targeted interventions for disadvantaged youth.⁹

Much progress has been made, including through the development of the Youth-SWAP, awareness-raising by the Secretary-General's Envoy on Youth, the YEN and successful examples of joint programming, including under the Achievement Fund of the Millennium Development Goals (MDG-F).

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

It is in this context that, in October 2014, the High-level Committee on Programmes (HLCP) discussed decent jobs for youth, along with the urban agenda, as an area deserving its priority attention. The HLCP selected youth employment as a prototype for an issue-based initiative that applies the five key elements of the post-2015 development agenda identified by the United Nations System Chief Executives Board for Coordination (CEB), while supporting "fit-for purpose" efforts by mobilizing the capacity of the United Nations system and operationalizing issue-based partnerships.¹⁰

Following these discussions, the HLCP supported the establishment of a time-bound Inter-Agency Task Team, open to all HLCP members, to develop and launch a **Global Initiative on Decent Jobs for Youth**. The Initiative aims to foster system-wide cooperation, strengthen policy coherence and coordination, mobilize and engage external partners, and enhance linkages between the normative and operational aspects of United Nations efforts for improved programming and delivery. The Task Team is chaired by the ILO and its core members are: FAO, ITC, ITU, UNDESA, UNDP, UNEP, UNESCO, UNFPA, UN-

⁷ A/RES/65/312.

⁸ A/RES/66/288.

⁹ *The youth employment crisis: A call for action*, resolution adopted by the 101st Session of the International Labour Conference, 2012

http://www.ilo.org/ilc/ILCSessions/101stSession/texts-adopted/WCMS_185950/lang--en/index.htm.

¹⁰ See Summary of conclusions of the 28th Session of the High-level Committee on Programmes, New York, October 2014. The key elements the post-2015 development agenda were: (i) universality, (ii) integration, (iii) equality, (iv) human rights, and (v) data revolution.

Habitat, UNICEF, UNIDO, UNRWA, UN-WOMEN, UNWTO, the World Bank Group and (ex officio) the Office of the Secretary-General's Envoy on Youth. UNCTAD and WIPO have joined recently.

As a follow up to the call made by the HLCP, this paper proposes a Global Initiative on Decent Jobs for Youth and its related strategy. This draft was submitted on 31 August 2015 for comments by the HLCP. Following this discussion, the Task Team further refined the proposal and will initiate consultations with relevant actors engaged in the development and implementation of youth employment policies and programmes.

The Sustainable Development Goals (SDGs) provide an opportunity to scale up action on youth employment. Together with the achievement of relevant targets under Goal 8 on the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, youth employment outcomes can be expanded by leveraging the targets of several SDGs, including through the implementation of a global strategy for youth employment.

2 Vision and objective of the Global Initiative on Decent Jobs for Youth

The **vision** of the Global Initiative on Decent Jobs for Youth is a world in which young women and men have greater access to decent jobs everywhere.

The **objective** of the Initiative is to facilitate increased impact and expanded country-level action on decent jobs for youth through multi-stakeholder partnerships, the dissemination of evidence-based policies and the scaling up of effective and innovative interventions.

This objective is directly linked to the achievement of the SDGs relating to youth employment and more specifically to the outcome document of the United Nations Summit for the adoption of the post-2015 development agenda titled "Transforming our World: the 2030 Agenda for Sustainable Development", contained in resolution 70/1. The outcome document includes the following youth employment targets: (i) 4.4 "By 2030, increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship"; (ii) 8.5: "By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value"; and (iii) 8.6: "By 2020, substantially reduce the proportion of youth not in employment, education or training".¹¹

The objective will be pursued by using the power of the United Nations system to convene multi-stakeholder partnerships and by pooling cutting-edge advice, expertise, resources and support. More specifically, the objective will be operationalized by:

- a) engaging stakeholders and world leaders in high-level policy action on youth employment;
- b) expanding and scaling up context-specific interventions at the national and regional levels for systematic and coherent policies and interventions on youth employment;
- c) pooling existing expertise and enhancing knowledge development and dissemination on what works for youth employment, including through the development of tools and capacity building; and
- d) leveraging resources from existing facilities and mobilizing additional resources.

¹¹ With respect to means of implementation, target 8.b indicates "By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization".

3 Guiding principles of the Initiative

The Initiative aims to support efforts for the achievement of the 2030 Agenda for Sustainable Development in the area of youth employment by building on past and on-going experience gained from joint action, lessons learned and good practice on youth employment. The following principles have been identified as guidance for the Initiative and its implementation:

- a) ***Multi-dimensional and multi-sectoral approach.*** The strategy of the Initiative will be built on a multi-dimensional approach to ensure that young women and men in different contexts and situations, including in fragile states and states in protracted crisis, as well as among displaced populations, benefit from coordinated support. This reflects the universal nature of the SDGs.
- b) ***Rights-based approach.*** The Initiative will strengthen the links between the United Nations normative frameworks and operational activities. It will facilitate the effective application of standards and norms to operations on the ground. The rights-based approach will promote respect for human rights and the application of international labour standards and other United Nations normative frameworks relevant to the promotion of decent jobs for young people.
- c) ***Promotion of gender equality.*** The Initiative will mainstream gender equality concerns throughout its implementation. The interventions supported will pay particular attention to gender issues and their underpinning socio-economic factors, as well as gender-differentiated transitions to decent jobs and, where appropriate, will target young women through positive action. Interventions will need to address female entrepreneur's access to finance, and measures that reduce and redistribute caring responsibilities and promote men's role in sharing nurturing/paternity responsibilities to ensure that young women have the opportunity to seek decent work and training.
- d) ***Recognition of the heterogeneity of youth and the need to promote targeted approaches.*** The Initiative will address the importance of adopting targeted approaches and strategies, in recognition of the heterogeneity and needs of different groups of young people, which vary according to individual characteristics (gender, age, socio-economic and family background, educational level, national origin, refugee status, health status, disability). The Initiative will also address young people that are at risk of violence and crime or that have already been exposed to illegal and or criminal activities with the twin objectives of prevention and rehabilitation supporting their transition to a decent job.
- e) ***Balanced set of interventions.*** The Initiative will focus on support to member States to stimulate labour demand at all levels and improve education and training policies and systems so that they respond better to the current and future demands of labour markets, and to promote opportunity-driven self-employment and entrepreneurship as a career option for young people. It will promote inclusive growth and decent employment for young women and men in key economic sectors, including agriculture, manufacturing, trade, ICT, digital economy, tourism, cultural and creative industries, and the green economy.
- f) ***Focus on the creation of decent jobs and the improvement of the quality of work.*** The Initiative will support countries in the identification of sectors and areas with job creation

potential and will give priority to youth employment interventions that address the twin objectives of improving the quantity and quality of jobs for youth. This includes measures to lift young people out of poverty or vulnerable employment, and to support their transition from the informal to the formal economy. It will also include innovative approaches and new schemes, piloted by a range of stakeholders, which can be scaled up.

- g) **Promoting the access of young people to productive assets.** Access to productive resources, including land, finance and technology, is an enabling factor for the employment and self-employment of young people in both urban and rural areas. The Initiative will promote the access of young people to assets and to environmentally-sustainable economies (green economy, management of natural resources, biodiversity and ecosystems).
- h) **Expanding investments in youth for quality education and skills development.** Education and skills development enhance both the capacity to work and opportunities to progress at work. The Initiative will promote increased investment in youth with a view to improving access to and the relevance of education and training, and strengthening the connections between education and skills development systems and labour markets. Particular attention will be paid to lifelong learning, quality apprenticeships and other work experience schemes that address skills mismatches. Awareness about risks, a secure path in the school to work transition, opportunities in the labour markets and rights at work will be promoted including through school curricula.
- i) **Promoting labour market policies, combining active labour market policies (ALMPs) and social protection measures.** The focus will be on the development of effective strategies that combine ALMPs with social protection measures, including unemployment benefits, and expanding outreach of effective labour market institutions, including employment services. Employment activation measures will be fostered, particularly for youth from disadvantaged backgrounds and young women, ensuring equal access to decent jobs.
- j) **Combining immediate action with long-term policy interventions.** In recognition of the urgent need to achieve better youth employment outcomes, as well as achieving sustainable results and impact, the Initiative will be implemented through a combination of time-bound actions and policy interventions addressing both cyclical and structural economic and social issues, and new emerging trends.
- k) **Complementarity and coherence between public policies and private sector initiatives.** Recognizing the key role of the private sector in job creation, the Initiative will actively engage the private sector and promote complementarity and coherence between public policy and private investment.
- l) **Involvement of organizations representing the interests of young people.** The Initiative will facilitate the involvement of these organizations in relevant policy and planning discussions by pursuing active engagement with organizations that represent young people and their interests in rural and urban areas.

- m) **Focus on achieving impact at the country level and pursuing regional perspectives, where appropriate.** The Initiative will be practically minded and focused on the end goal of achieving impact on the ground. The mobilization of and engagement with the United Nations country-based presence and coordination mechanisms is of key importance.
- n) **Leveraging existing platforms and lessons learned.** The initiative will build on past and/or existing youth employment networks and platforms, including those implemented through South-South and triangular cooperation mechanisms.
- o) **Expanded multi-stakeholder partnerships.** The implementation of the Initiative will involve multi-stakeholder partnerships, both within and outside the United Nations system. Partners will bring their own expertise and added value and will engage from the initial phase of the Initiative and throughout its implementation.

4 Key elements

The strategy includes the following inter-connected elements:

- (i) **A strategic multi-stakeholder alliance.** The Initiative addresses decent jobs for youth as an issue of global concern which requires the highest possible level of policy attention and action. It is a development imperative that builds on and transcends the action of any individual organization or actor. The alliance will be set up by leveraging the convening power of the United Nations system, its overarching policy frameworks and its multiple and diverse partners from governments and non-governmental entities. It will bring together major actors of substantive significance to the issue of decent jobs for youth, including national institutions, the private sector, the United Nations system and other multilateral organizations, representatives of academia, representatives of the social partners and youth organizations. It will be an umbrella forum for global advocacy and will raise existing activities on youth employment to a higher level of action and impact. The main functions of the alliance will be to: (1) advocate high-level policy commitment and action on youth employment; (2) support policy convergence and coherence; and (3) stimulate innovative thinking and resource mobilization to scale up youth employment interventions and their impact.
- (ii) **Expanded and scaled up regional and country level action on decent jobs for youth.** The Initiative will promote and monitor multi-pronged interventions through broad partnerships and joint action on decent jobs for youth. These interventions will focus on scalable and innovative solutions that have proved effective in improving youth employment outcomes at the regional and national levels with a view to developing sustainable policies and institutions. This element will respond to national development priorities, support United Nations country programming and be implemented through broad multi-stakeholder partnerships under the leadership of United Nations Country Teams (UNCTs). It will involve governmental and non-governmental institutions, private sector actors, representatives of the social partners, youth and other organizations active in the region and/or country. In particular, support will be provided to UNCTs that are engaged in the implementation of the employment and entrepreneurship priority of the Youth-SWAP.
- (iii) **Knowledge facility on decent jobs for youth.** The knowledge facility will promote the sharing of knowledge and experience, capacity building and peer learning, including through

South-South and triangular cooperation mechanisms. It will facilitate the exchange of information and good practice on what works for youth employment, support the testing and evaluation of policy packages, encourage the development and implementation of innovative strategies and disseminate broadly evidence, guidelines and tools for the replication of effective and scalable youth employment responses. It will identify and document successful practices in the design, implementation, monitoring and evaluation of interventions for decent jobs for youth. Finally, it will support policy and multi-stakeholder dialogue during the implementation of youth employment initiatives in pilot countries.

- (iv) ***Funding modalities and resource mobilization.*** This component will pool domestic resources and those available from existing funds.¹² It will mobilize additional resources where required. Funding will support innovative initiatives that have the potential for wide replication and high impact in selected countries.¹³ Resources will principally be used to support youth employment action at the country and local levels, including work undertaken through the knowledge facility that is instrumental for country-level implementation. Resources management will be based on the criteria of efficiency, cost-effectiveness, accountability and transparency.

4.1 Strategic multi-stakeholder alliance

Achieving decent and productive work for young people is a global concern that requires political attention and collaboration on a global scale. A strong global initiative on decent jobs for youth responds to the call by countries for the implementation of a global strategy for youth employment.

The international community, including the multilateral system, has an important role to play in creating global awareness of the importance of investing in youth employment and of concerted action to promote decent jobs for young people. This support is needed to build international consensus around youth employment and to mobilize political leaders in as many countries as possible with a view to making action on youth employment a top priority.

A global strategic alliance around the issue of decent jobs for youth will give visibility, create synergies and promote coherence among youth employment actors and initiatives. In view of the magnitude of the youth employment crisis, the alliance will function as an umbrella for existing youth employment activities and partnerships with a view to fostering coherence and bringing them to a higher level of action and impact. To this effect, the alliance will leverage existing platforms and interventions. It will serve as a global forum on decent jobs for youth and will offer the opportunity to connect existing youth employment related platforms, networks and interventions (see Annex 1 for a summary of these entities). Synergies across these platforms and networks will be established through the collaboration of various entities that are members of both the Global Initiative on Decent Jobs for Youth and of thematic platforms and networks, including the United Nations IANYD, Solutions for Youth Employment (S4YE),

¹² The recent discussion on financing for development and the 2030 Agenda for Sustainable Development emphasize the need for investment and mobilization of domestic resources.

¹³ An example of funding facility on youth employment that was successfully implemented in the recent past is the Achievement Fund of the Millennium Development Goals (MDG-F). Funded by the Government of Spain, the MDG-F provided financial and technical support to 15 UNCTs to pilot joint initiatives on youth employment and migration. These initiatives resulted in more integrated approaches in the operationalization of national youth employment priorities through partnerships involving national institutions and organizations and the UNCTs. They also helped build collective knowledge and expertise on effective approaches and develop tools for joint programming on youth employment.

the Partnership for Action on Green Economy (PAGE) and the Global Partnership for Education. The supporting and embracing role of the alliance amid a multitude of efforts is an important value addition of the Initiative.

The alliance will build on the lessons learned from networks and interventions implemented by the United Nations in the area of youth employment. It will particularly draw on the experience gained from the YEN by enhancing global advocacy for country-level and evidence-based action. It will also build on experiences from other initiatives including the Youth Employment Inventory (YEI), which serves as a repository of evidence from youth employment programmes implemented worldwide; and the recently-established S4YE partnership, which seeks to promote the evidence-based use of existing and additional resources, increase coordination for impact and align resources to scale up proven demonstrations. It will also use the lessons learned from other global partnerships on specific issues, such as education, health, nutrition, sustainable energy, green growth and the digital economy. The lessons learnt point to the importance of balancing the need for inclusive engagement and participation of key stakeholders and coordination efforts with an agile governance structure that enables rapid deployment and scaling up action within reasonable time frames, using the specialised expertise of different partners in a coherent and transparent platform.

The alliance will be a flexible and nimble mechanism to leverage the collective capacity of the United Nations system and its multiple partners, including private sector and non-governmental actors. It will galvanize high-level attention on the need to take urgent action on youth employment and will disseminate messages and ideas on new approaches and partnerships for more effective ways to tackle the youth employment challenge. Its members will advocate increased efforts for the achievement of the youth employment targets emerging from the 2030 Agenda for Sustainable Development, particularly in developing countries and fragile states.

Convened by the United Nations, the alliance will involve world leaders and personalities from various backgrounds that are significant in the global quest for decent jobs for youth. Its members will act as global advocates for decent jobs for youth. They will discuss, with members of academia, parliamentarians and other national and global policy shapers, how to address the global drivers of change that may have an impact on youth employment. They will provide vision and guidance.

The main tasks of the members of the alliance will include: (i) the promotion of youth employment as a top priority on global, regional and national policy agendas; (ii) global advocacy for sustained and coordinated investment in youth employment through the mobilization of existing and new resources; (iii) consultation with a range of organizations, leaders and experts on practical approaches and innovative scalable solutions in the area of youth employment; (iv) support for the establishment of country-level multi-stakeholder platforms to steer action on youth employment; and (v) the preparation of a global report on youth employment, with recommendations for action.

4.2 Regional and country-level action

Regional level action

At the regional level, the Initiative will promote regional partnerships for decent jobs for youth. Work at the regional level will include the development of regional programmes, capacity building, cross-country learning, resource mobilization and advocacy.

Regional cooperation can expand the impact of national efforts to improve youth employment outcomes. Action at the regional level will include the sharing of good practice and experience with a view to replicating approaches that have proved effective in other countries in the region.

The Initiative will promote regional capacity-building action to expand knowledge of evidence-based policies and interventions for youth employment. It will promote the establishment of broad partnerships and cross-country networks involving the regional networks of the IANYD, regional organizations and banks (capitalizing on existing UN platforms such as the UN Regional Commissions), national policy-makers and practitioners, youth and other civil society organizations.

The regional component of the Initiative will also be implemented through South-South and triangular cooperation modalities.

Country-level action

Country responses to the youth employment crisis have differed. Almost every country in the world has sought to address the issue, and a wealth of approaches has been implemented at the national level. However, many interventions have been confined to specific programmes that are narrow in scope and limited in time. The priority attached to them varies over time, and many programmes have failed to address the multiple aspects of the youth employment challenge and have focussed on labour market entrants, particularly in urban areas, while paying little attention to the poor working conditions of many young people. Finally, there is excessive fragmentation of interventions, with little coordination between implementing actors.

The Initiative will promote strong national ownership. Youth employment actors at the national and local levels will own the process from the outset, including requests for support by the Initiative.

Support by the Initiative will place emphasis on advancing action on youth employment by expanding and scaling up interventions through coordinated responses involving multiple stakeholders. The main focus will be on the development and implementation of national policies and strategies, and on interventions at the country and local levels, with a view to achieving impact on both the quantity and quality of jobs for young people, and their operationalization through large-scale youth employment interventions. This will be done through the development of time-bound national plans or programmes for decent jobs for youth, as well as interventions led by cities and municipalities. These plans, programmes and initiatives will be implemented through both public and private investment and will be instrumental in: (i) linking youth employment to national development plans and vision strategies, employment and job creation policies; (ii) bringing up to scale innovative initiatives that have worked in the country of implementation and in other countries for replication purposes; and (iii) forging broad partnerships for joint action. Country and local level interventions will focus on scalable solutions that have proved effective in improving youth employment outcomes. The knowledge element of the strategy will therefore seek to identify scalable solutions.

Subject to age-group definitions and types of interventions in the various national contexts, the ultimate beneficiaries will be young people with particular emphasis on disadvantaged and underprivileged youth.¹⁴ Participation of young people and organisations that represent them will be proactively engaged in the process of consultation, design, dialogue, implementation, monitoring and evaluation of country level action.

In countries that will request the support of the Initiative, along the same lines as the strategic alliance at the global level, a multi-stakeholder partnership will be set up at country level to support the implementation of youth employment interventions, recognising the important role of the private sector

¹⁴ The United Nations, for statistical purposes, defines 'youth', as those persons between the ages of 15 and 24 years, without prejudice to other definitions used by Member States.

for job creation and the role of public policies to provide the overall enabling policy and normative frameworks and build level playing grounds. The partnership will include government institutions, United Nations entities, international bilateral and regional organizations and banks, non-governmental organizations (NGOs), private sector actors, representatives of the social partners and youth organizations active in the country.

During the initial period, in close collaboration with the UNCTs, the Initiative will identify a number of pilot countries for implementation. Priority will be given to countries with explicit interest in youth employment already reflected in national development plans and strategies and employment policies as well as countries wishing to focus on decent jobs for youth in national policy-making. Special attention will be paid to requests channelled through the UNCTs for implementation through collaborative undertakings, as advocated by Youth-SWAP¹⁵ and/or in line with the United Nations Development Assistance Framework (UNDAF). At the local level, action will be overseen by the UNCTs and implementation will involve local actors.

Special emphasis will be placed on action in fragile states and contexts characterized by protracted crises with a view to contributing to peace-building processes and enhanced resilience through job opportunities for young women and men and improved risk management.¹⁶

In view of the high share of young women and men in informal jobs, the Initiative will focus in facilitating the transition from the informal to the formal economy. Attention will focus on rural areas where levels of youth underemployment and working poverty are particularly pronounced. and scaling up effective interventions to improve the economic and job opportunities of disadvantaged youth living in urban areas.

In developing and emerging economies, the Initiative will provide support to national stakeholders to give effect to national priorities to address the youth employment challenge through the scaling up of innovative interventions. In advanced economies, the Initiative will disseminate knowledge on what works for youth employment and will support the development of innovative replicable solutions.

As there is no-one-size fits all approach to addressing the youth employment crisis, interventions will be tailored to the specific country or local context. They will be based on the guiding principles of the Initiative and the broad policy framework of the call for action on the youth employment crisis adopted by the 185 member States of the International Labour Conference in June 2012. Particular emphasis will be given in this context to the role that sectoral policies play in promoting youth employment.

Country-level support will combine technical assistance to strengthen the policy-making process with direct measures to scale up youth employment interventions. All interventions will be gender sensitive and focus on: (i) reviewing the effectiveness of policies, institutions (including legal frameworks and compliance) and programmes, and applying lessons from evaluation and good practices; (ii) developing policies that assign national priority to decent jobs for youth; (iii) implementing interventions through time-bound national plans for productive and decent jobs for youth and/or

¹⁵ See: <http://unyouthswap.org>

¹⁶ The ILO 2015 Report of the International Labour Conference: Employment and decent work for peace and resilience, revision of the Employment (transition from war to peace) recommendation, 1944 (No. 71) reflects the expanded approach to crisis response taken by the ILO and the UN system with focus on employment generation, institution-building for constituents, social dialogue, social protection, and infrastructures for basic services, with particular attention to the most vulnerable groups in crisis situations.

programmes backed by public and private investments with a view to turning commitment into action; and (iv) monitoring and evaluating interventions.

Country and local level initiatives will be linked to the knowledge and advocacy component of the Initiative, which will analyse and disseminate effective practices, provide technical assistance and capacity building and support resource mobilization.

4.3 Knowledge facility on decent jobs for youth

Policy-makers, practitioners and the global development community are seeking solutions to the youth employment crisis. They are looking for innovation and evidence of what works and how to improve labour market outcomes for young men and women. In view of the scope of the challenge, the demand largely focusses on scalable and sustainable solutions that can enhance programming and policy-making, including through the exchange of practices amongst actors.

This element of the Initiative will leverage the collective experience of the United Nations and other partners to spur innovation and facilitate knowledge development and sharing in the field of youth employment. The demand for effective youth employment solutions has drawn attention to sources of information on the youth labour market and measures to support youth in the transition to decent jobs.¹⁷ Seeking to maximize its added value, the knowledge facility will: (i) capitalize on the longstanding collective experience and knowledge of the United Nations and other organizations in supporting young people through decent jobs; (ii) serve as a meta-website mapping and linking knowledge on youth employment across the globe; (iii) link and expand the work of the various knowledge platforms; (iv) strengthen national capacity for the design, implementation and monitoring and evaluation of youth employment policies and programmes; and (v) communicate the objectives and results achieved by the Initiative and disseminate knowledge with a view to improving evidence-based policy-making. These objectives are described briefly below.

Knowledge generation and sharing: building on the current state of the evidence, the facility will support the testing and evaluation of innovative policy packages and interventions across sectors. It will prioritize the generation of knowledge in areas where evidence from evaluation is scarce, including what works to: (i) promote job-centred growth, particularly in sectors with a high youth employment potential; (ii) improve youth labour market outcomes in conflict-affected and disaster-prone settings; (iii) support youth employment in rural areas; (iv) promote gender equality in employment, training, and occupations; (v) support disadvantaged youth; and (vi) support young women and men through entrepreneurship and self-employment.

The generation of knowledge will advocate rigorous and innovative methods of evaluation, experimentation and rapid assessment. The facility will position the Initiative as a youth employment knowledge gateway leading to the exchange of information and good practice on what works, why and how in youth employment. It will also identify and document research on youth employment, showcase youth employment and youth development databases, and share successful practices of the monitoring and evaluation of youth employment policies and

¹⁷ Some of the most recognized global information platforms on the subject are: (i) [YouthStats](#), a database with reliable labour market statistics to inform policies on youth employment worldwide; (ii) [Youth Employment Inventory](#), a comprehensive, live database of youth employment programmes worldwide; and (iii) [YouthPOL](#), a global repository of youth employment policies. Global knowledge platforms that, in addition to being outside the youth employment spectrum, offer good opportunities for synergies include: the Green Growth Knowledge Platform ([GGKP](#)) and the Portal on Multilateral Environment Agreements ([InforMEA](#)).

programmes. In addition to the virtual exchange of information, the Initiative will also focus on the face-to-face sharing of knowledge and experience. Regional and country level work will be strongly linked to and supported by the knowledge platform.

Capacity development: the facility will act as a professional collaborative venue for experts and practitioners at all levels. It will provide tailored support and facilitate capacity building on the design, implementation, monitoring and evaluation of youth employment policies and programmes. In particular, it will promote peer learning, including through South-South and triangular cooperation mechanisms. It will also serve as a one-stop shop for capacity building and the strengthening of initiatives in the area of youth employment, focussing on efforts by United Nations organizations and other key stakeholders. Special attention will be given to strengthening the capacity of the range of stakeholders involved at the national level in the design, implementation and gender-sensitive monitoring of evidence-based youth employment interventions.

Communication: the facility will serve as a communication channel for the Initiative, showcasing interventions and achievements at the various levels, featuring technical discussions and the voices of young people, policy-makers, practitioners, the social partners, United Nations organizations and all other players active in the promotion of decent jobs for youth.

4.4 Funding modalities and resource mobilization

The SDGs and the related youth employment targets can only be achieved through coherent and coordinated strategies and plans that are able to attract funding from diverse sources, particularly domestic, in both the public and private sectors. The relative significance of each source, and the associated leveraging challenges, differ between countries.

The Initiative aims to pool resources in support of youth employment interventions that have the potential for wider replication and higher impact at the country level. It will support the identification of strategic country-level opportunities that demonstrate the capacity to generate youth employment and will mobilize resources for the implementation of multi-stakeholder interventions on decent jobs for youth. Support will also be provided for knowledge development and dissemination purposes, particularly of good practice, capacity building, product development and the evaluation of policy packages.

The Initiative will follow a two-track funding approach by mainstreaming youth employment concerns and priorities into existing domestic and global facilities and funds, as well as mobilizing additional resources and funding mechanisms, including in relation to the Financing for Development and the SDGs which have placed a central focus on youth employment strategies.¹⁸ Where appropriate, it

¹⁸ The Outcome Document (Paragraph 16) adopted at the Third International Conference on Financing for Development, Addis Ababa, July 2015, indicates that “To enable all people to benefit from growth, we will include full and productive employment and decent work for all as a central objective in our national development strategies. We will encourage the full and equal participation of women and men, including persons with disabilities, in the formal labour market. We note that micro, small and medium-sized enterprises, which create the vast majority of jobs in many countries, often lack access to finance. Working with private actors and development banks, we commit to promoting appropriate, affordable and stable access to credit to micro, small and medium-sized enterprises, as well as adequate skills development training for all, particularly for youth and entrepreneurs. We will promote national youth strategies as a key instrument for meeting the needs and aspirations of young people. We also commit to developing and operationalizing, by 2020, a global strategy for youth employment and implementing the International Labour Organization (ILO) Global Jobs Pact”.

will also facilitate the channelling of current and future investments in youth employment action, including through a thematic multi-donor facility. The various elements of the Initiative have different funding needs. Resources are required to support: (i) the generation and dissemination of global public goods, and the implementation of foundational activities and capacity building in pilot countries; and (ii) the implementation of youth employment interventions that operationalize policy priorities through action. Resources will be managed and allocated based on the criteria of efficiency, cost-effectiveness, accountability and transparency. Contributions from multiple resource partners will be pooled and allocated to technical partners to support implementation. Funding for regional and country-level action will be used to operationalize policy and investment priorities, and to scale up action on decent jobs for youth. The mix of domestic and foreign, public and private sources will correspond to the specific country context and youth employment challenge. Country-level efforts will be assisted through the identification and mobilization of resources.

The partners of the Initiative will be called upon to assist in linking youth employment action to existing funding facilities at both the global and national levels, and to develop a dedicated fund-raising strategy.

5 Launch and implementation of the Initiative

5.1 Success factors

The Initiative aims to expand action at the national, regional and global levels through transformational, innovative and evidence-based policies and approaches and to facilitate the scaling up of practical interventions that have an impact on youth employment outcomes. It is based on the diagnosis of youth labour markets in the aftermath of the global financial and economic crisis and is focused on the proposals of the 2030 Agenda for Sustainable Development. It also builds on the assessment of and lessons learned from the present architecture and from the results achieved at the global, regional and country levels.

The four mutually supportive elements of the Initiative are intended to fill in the gaps identified, particularly in relation to the scale, pace and coherence of action. The strategy aims to facilitate systemic action on youth employment in the medium- to long term, while at the same time taking a pragmatic approach by making full use of existing thematic facilities that can be leveraged to contribute to the same objective in the immediate and short term, as well as tapping into emerging opportunities as they arise. In this respect, it proposes an 18-month plan to start operations and the implementation of action at the global, regional and country levels. During this period, the Initiative will develop a longer-term operational roadmap to be reviewed on a regular basis and adopted every three years.

The following factors will be pivotal in determining the success of the Initiative: (i) full ownership of the Initiative by countries in different regional and development contexts; (ii) the ability and readiness of the United Nations system to act rapidly and effectively as a global convenor and facilitator, reaching out to non-United Nations actors, mobilizing resources and building capacities and knowledge in support of country-level action; and (iii) the active engagement and coordinated action of diverse stakeholders (including Parliamentarians, the private sector and other non-state actors, youth organizations and other NGOs and academia) under the overarching umbrella of the alliance. Another critical success factor is coordination of the mobilization of existing and new funding with a view to achieving scale and impact.

A number of concrete and practical schemes have been identified with a view to kick-starting implementation as soon as the Initiative is endorsed by the CEB and launched. Other schemes covering specific themes, regions and countries may be identified during the implementation of the Initiative. The

proposed implementation strategy includes parallel and simultaneous action on the four elements of the Initiative, which will engage a large number of United Nations entities, governmental and non-governmental actors, and on issue-based innovative pilots, each of which will involve a more limited number of agencies and country coverage.

The 2016 edition of the Youth Forum¹⁹, which will take place from 1-2 February 2016, will look at ways that in which young people could contribute to implementation of the 2030 Agenda for Sustainable Development, including youth employment. In this context, the Global Initiative will be featured as an initiative by the United Nations system to respond to the global priority of job opportunities.

The full impact of the Initiative will be realized when all of these elements are in place and interconnected coherently, and the shared responsibilities and duties of the partners are clearly established and owned at all levels by the participating agencies, regional organizations and governments.

The operational framework of the Initiative will establish the foundations for the coherence of youth employment action at the global, regional and country levels. The synergies established across the elements of the Initiative and through strong coordination between the various actors involved in youth employment will lead to the higher-level impact of policies and programmes on decent jobs for youth.

5.2 Launch of the Initiative: Main results and benchmarks for the initial period of implementation

This section describes the action to be taken to launch and initiate operations, and action for implementation during the first 18 months of the Initiative.

5.2.1 Action to launch and initiate operations

The action taken to launch and initiate operations during the first 18 months of the Initiative, including the expected deliverables and benchmarks, will produce the following results:

- ***Strategic multi-stakeholder alliance established and operational.*** A guidance note/Memorandum of Understanding will be prepared on the composition, rules of engagement, roles and responsibilities of the multi-stakeholder alliance at the global level. A consultation process will be launched to contact and engage leaders and personalities from various backgrounds and institutional affiliations who are of substantive significance to the global quest for decent jobs for youth. It is expected that, by the end of year one, the alliance will be established, will have held at least two meetings and adopted the three-year operational roadmap.
- ***Global Initiative on Decent Jobs for Youth launched.*** A number of high-profile events to introduce the Initiative will be identified and a communication strategy devised with the participation by the United Nations Secretary-General, the ILO Director-General and the Principals of participating United Nations entities, government representatives and members of the multi-stakeholder alliance. A high level resource mobilisation event will be organised to formally launch the Initiative.

¹⁹ The youth employment crisis has emerged as the one constant challenge which young people have addressed in their dialogue with policy-makers at the intergovernmental level during the annual ECOSOC Youth Forum. The Youth Forum, launched in 2012, has become an apex Forum for channeling the views of young people from around the world on a range of sustainable development challenges.

- ***Three-year operational roadmap finalized.*** A roadmap will be developed and endorsed detailing the operations and expected results of the Initiative over a three-year period. It will highlight priorities, achievable targets, measurable results and related indicators, timelines, the financial and human resources available and gaps for which additional resources may be required. The roadmap will be the main instrument for monitoring the implementation of the Initiative and reporting on its achievements. This result will be considered as achieved once the roles and rules of accountability have been endorsed by the different partners engaged in the implementation of the Initiative.
- ***A knowledge facility established to share evidence about what works in youth employment and to strengthen capacity building initiatives.*** The knowledge facility will serve as a one-stop shop to strengthen the capacity of policy makers and practitioners to develop effective youth employment interventions. This result will be produced once the virtual knowledge facility is operational and effective youth employment interventions have been proposed in support of policy and multi-stakeholder dialogue in at least five countries. Details of the management of the facility will be included in the operational roadmap.
- ***Existing and new evidence on innovative and effective youth employment interventions broadly disseminated.*** The participating entities will collect, analyse and disseminate existing and new evidence with a view to supporting regional and country-level action through the exchange of information and good practice on what works, why and how in youth employment, and particularly on innovative and scalable interventions. The results of this work will be packaged in a practical toolkit and will be accessible through the knowledge facility. This result will be achieved once the toolkit has been developed and disseminated in the regions and countries involved in the Initiative.

5.2.2 Action for the implementation the Initiative

The action to be taken for the implementation of the Initiative during its first 18 months of operations, including the expected deliverables and benchmarks, will produce the following results:

- ***At least two regional partnerships established under the Initiative.*** A consultation process will be conducted with regional organizations, regional banks and the regional networks of the IANYD to launch partnerships, including concrete action in at least two regions, with the aim of enabling cross-country learning, the development of regional programmes and capacity-building initiatives. This result will be produced once the partnerships have been established and an operational plan, including planned resource mobilization and advocacy efforts, has been developed for each region.
- ***A guidance note for country-level action developed.*** This note will detail the models of country-level engagement that work best, including the processes and expected outcomes of country-level action. It will also provide guidance on the establishment of multi-stakeholder platforms at the country level and on implementation modalities. This result will be produced in consultation with the Development Operations Coordination Office (DOCO) to ensure consistency with existing United Nations Development Group guidance and with the engagement of selected UNCTs and United Nations agencies.

- ***Scaled up action at the country and local levels on youth employment initiated in at least five prototype countries.*** A main deliverable of the Initiative is to assist in embedding youth employment priorities in national development plans and visions, setting up multi-stakeholder support groups at the country level, and embedding and reinforcing the priorities in common country programming documents. This action will be implemented in at least five countries during the first 18 months of operations. When identifying the countries, priority will be given to national commitment and ownership, and resource mobilization, supported by UNCTs that have already expressed interest in implementing the Youth-SWAP. This result will be produced once the country-level multi-stakeholder platform has taken full ownership of the country-level action and has developed a plan of action on decent work for youth, including priority sectors of intervention, major programmes to be implemented, roles and responsibilities during implementation and the domestic and other resources mobilized that are required for implementation. Interventions will be evaluated to gauge their impact on youth employment outcomes and to identify good practice for evidence-based policy-making.
- ***A capacity development programme developed and tested in at least five countries.*** The Initiative will develop a training programme and the related training materials to strengthen the in-country capacity of youth employment stakeholders, UNCTs and other development partners for the development and implementation of policies and programmes for decent work for youth. This result will be produced once the capacity development programme and training materials have been tested in at least five countries.
- ***Thematic and/or sectoral work led by members of the Task Team.*** This work will be piloted based on the mandate and expertise of participating United Nations and non-United Nations entities in support of country-level action and using the funding modalities as outlined in Section 4.4 above. At least three of the following thematic initiatives will be initiated during the first 18 months:
 - (i) Green jobs for youth in collaboration with the Partnership for Action on Green Economy (PAGE);
 - (ii) Quality apprenticeships in collaboration, inter alia, with the Global Apprenticeships Network (GAN);
 - (iii) Digital skills and “tech-hubs” to improve decent job opportunities for youth in the digital economy;
 - (iv) Youth in fragile states;
 - (v) Youth in the informal economy, promoting an integrated strategy for young peoples’ transition to the formal economy²⁰ in synergy with the current urbanization issue-based process initiated by HLCP/CEB in support of Habitat III;
 - (vi) Youth in the rural economy;
 - (vii) Linkages to global markets and investments to improve opportunities for young entrepreneurs, also with the Youth and Trade Initiative;
 - (viii) Transition to decent work for young workers (15-17) in hazardous occupations.

²⁰ The new Recommendation 204 Concerning the transition from the informal to the formal economy, adopted by the 104th Session of the International Labour Conference, 2015 provides the framework and guidance on integrated strategies including legal frameworks, employment policies and institutional development that can facilitate the transition to the formal economy.

- ***A resource mobilization strategy developed and implemented.*** The resource mobilization strategy will: (i) include modalities for the mobilization and use of domestic resources; (ii) identify engagement rules and establish administrative procedures to mainstream youth employment for funding already available under existing facilities of the multilateral system; (iii) convene a high-level event to mobilize additional resources for the implementation of the Initiative and its operational roadmap; and (iv) explore the feasibility of setting up a thematic multi-donor facility linked to the SDG process (such as the previous MDG Fund). This result will be produced once the funding gap has been filled.

5.3 Modalities for the launch and implementation

The following mechanisms will be put in place to support the launch of the Initiative and the delivery of results during its first year of operation.

A Steering Committee will be established to provide guidance during implementation. The Committee will be composed of senior management of the United Nations entities participating in the Task Team which commit core human and financial resources for the achievement of the deliverables of the Initiative. This will allow the Initiative to work in an agile manner, but with a dedicated team and seed funds. Regular communication will be maintained with the entire Task Team, currently composed of 17 entities, until the multi-stakeholder alliance is set up and its operational rules established.

The Initiative will be co-led and managed by the ILO as permanent Chair, together with a rotating United Nations or non-United Nations co-Chair. Each component of the Initiative and specific thematic and regional work will be led by a dedicated United Nations agency and co-managed (after the first pilots) by an entity outside the United Nations system.

National ownership of the Initiative is essential for the sustainability of country and local-level action. Ownership of the Initiative by the Principals of United Nations entities will also be essential to ensure the highest possible level of policy attention and the dedication of technical staff and other resources by each entity for successful implementation.

A communication strategy will be established to explain, mobilize support and promote the Initiative.

5.4 Key risks and mitigation measures

The strategy relies on the convening power of the United Nations system and the extensive technical knowledge, experience, tools and funding facilities across the system that are or could potentially be deployed in support of youth employment. It also builds on the experience acquired through previous partnerships and the explored complementarities with existing initiatives. This platform and its further development need the support, political commitment and leadership of national and local governments, parliamentarians, social partners, non-governmental entities, the private sector, personalities and opinion leaders. The personal engagement of CEB Principals in advocating and ensuring the support of key leaders among the partners of the multi-stakeholder alliance and in their respective constituencies will be key for the success of the Initiative as a major facilitator of the achievement of the SDGs and their related targets on decent jobs for youth.

Investment by a high number of entities (19) in the development and implementation of the Initiative is a positive indicator of the strong interest of all stakeholders in achieving impact on decent jobs for youth. This high number may also represent a risk of time-consuming coordination mechanisms, with significant transaction costs that may delay action and reduce impact. While working on

coordination and coherence, the Initiative should remain agile and able to respond rapidly to emerging opportunities. There needs to be a clear explanation strategy across the United Nations system at the global and country levels on the rules of engaging with the Initiative and a good understanding of the shared responsibilities.

With regard to existing United Nations inter-agency networks and other partnerships, the Task Team has clearly identified the scope of the Initiative as embracing and supporting networks and partnerships which pursue common objectives with a view to maximizing impact, avoiding duplication, internalizing lessons learned and strengthening links, synergies and complementarities. A thorough review of the existing efforts (Annex) confirms the need and unique value added of this Initiative. The communication strategy will promote the Initiative as an overarching umbrella that engages and supports relevant action by participating entities and the participation and/or membership of these networks in the multi-stakeholder alliance.

Experience and evaluation of policies and programmes to promote youth employment clearly point to the importance of country ownership and commitment of resources including domestic funds as well as international investments. To mitigate the risks of insufficient commitment and investment, ensuring high level of ownership and sustainable resource allocation will be a key priority and criterion for accessing the support of the Global Initiative for each country level initiative. While domestic ownership and funding should secure sustainability, additional external funding (when required) should contribute to economies of scale. The Initiative proposed resource mobilisation strategy (see section 4.4 above) and the participatory approach at country level aim at mitigating these risks. The participatory approach consists of fostering national and local ownership in accordance with the country's situation, context and priorities through broad based dialogue and implementation of coherent interventions by all relevant stakeholders (outlined in section 4.2 above) to secure relevance and sustainability.

While the Initiative will rely in its initial stages on the allocation of resources from within the entities participating in the Task Team, the main risk is that insufficient human and financial resources will be identified and redeployed by the entities in a timely manner. This can be mitigated through the full endorsement of the Initiative by CEB Principals and the follow-up implementation strategy of each individual entity. In any case, delivery of results and monitoring during the first year will require seed funding to supplement the resources deployed by the entities. As the resources pledged for youth employment are already significant, although too frequently spread around numerous small-scale interventions, the challenge is to mobilize resources to scale up successful, innovative and experimental action. The mitigation approach involves setting up a dedicated funding mechanism in the medium term (building on the experience of the MDG Fund) involving public-private partnerships. This mechanism will be governed by transparent eligibility criteria and will be open to all initiatives that support innovative solutions and the scaling up of effective interventions to ensure greater access to decent jobs for young people everywhere.

6 Annex - Mapping of selected multi-stakeholder initiatives and partnerships (by alphabetical order)

Overview	Partners	Mission	Governance	Comments
1. Consultative Group to Assist the Poor (CGAP)				
CGAP is a global partnership to advance financial inclusion through practical research and active engagement with financial service providers, policy makers and funders.	Various member organizations [a].	Improve the lives of poor people by spurring innovations and advancing knowledge and solutions that promote responsible, sustainable and inclusive financial markets.	Council of Governors (governance body); Executive Committee (board); Operational Team; Annual Meeting to review strategy and work plan.	Implementing partner of the G20 GPFI; Annual Microfinance Funder Survey; Focus areas include: digital financial services, graduation into sustainable livelihoods, financial inclusion.
2. Global Apprenticeships Network (GAN)				
GAN is a business-driven alliance where private sector companies, business federations and associations share best practices and commit to action around youth employability and skills development.	Various international companies, employer's federations and international organizations including ILO and OECD. [b]	Encouraging and linking business initiatives on skills and employment opportunities for youth, notably apprenticeship.	General Council (decision-making body); Management Board (strategic directions); Auditors. Coordinated by the IOE and the OECD's Business and Industry Advisory Committee (BIAC) with the support of the ILO.	Driven by business leaders; National networks; Principles: strengthen apprenticeships and internships, share best practices and encourage a network of committed companies and organizations.

Overview	Partners	Mission	Governance	Comments
3. Global Education First Initiative (GEFI)				
GEFI is an initiative of the SG to accelerate progress towards the Education for All goals and education-related MDGs. It aims to rally a broad spectrum of actors.	UNFPA, UNICEF, UN-Women, United Nations Special Envoy for Global Education, the World Bank, Global Partnership for Education, Educate A Child, Education International, Global Campaign for Education, philanthropic and business institutions.	Priority 1: Put Every Child in School; Priority 2: Improve the Quality of Learning; and Priority 3: Foster Global Citizenship.	The Steering Committee provides strategic direction and guidance to the SG (chaired by SG); A group of MS serves as 'Champion Countries'; Youth Advocacy Group; The Secretariat provides overall support.	UNESCO holds the Secretariat. Eighteen young people serve as Youth Advocacy Group. It is supported by the United Nations Special Envoy for Global Education.
4. Global Entrepreneurship Week (GEW)				
GEW is a global initiative for the promotion of youth entrepreneurship through a dedicated week of advocacy on the topic.	UNCTAD, ILO, UNIDO, ITC, WIPO, Kauffman Foundation, and Dell.	Promote youth entrepreneurship through global simultaneous activities, from large-scale competitions to events and fairs.	Annual Congress and Coordinating Committees at national level.	Active in 130 countries.

Overview	Partners	Mission	Governance	Comments
5. Global Partnership for Education (GPE)				
GPE is a global partnership that helps developing country partners to develop and implement education sector plans.	Developing countries (60), donor governments, international organizations, the private sector, teachers, and civil society/NGO groups. Youth engagement through advocacy team.	To galvanize and coordinate a global effort to deliver a good quality education to all girls and boys, prioritizing the poorest and most vulnerable.	The Board of Directors sets policies and strategies. Four Committees on coordination, grants, governance and strategy/policy; The Secretariat provides administrative and operational support.	Financed mainly through MDTF (\$3.7 billion as of 2013); Used for activities at the global and national (e.g. Education Sector Plans) levels; Governments provide majority of the funds for the operationalization of these plans. [c]
6. Green Growth Knowledge Platform (GGKP)				
GGKP is a global network that identifies and addresses knowledge gaps on green growth and offers policy guidance, good practices, tools, and data on the transition to a green economy.	Partnership for knowledge development and sharing among institutions and organizations active in the areas of green growth and economy;	Identify knowledge gaps and provide policy analysis, guidance, information and data in support of a transition to a green economy.	Steering Committee: Global Green Growth Institute (GGGI), OECD, UNEP, and World Bank; GGGI and UNEP manage day-to-day operations; Independent Advisory Committee for strategic advice and guidance on research programmes.	GGGI and UNEP provide staff time and consultants; Office has been established.

Overview	Partners	Mission	Governance	Comments
7. Inter-Agency Network on Youth Development (IANYD)				
The IANYD is a United Nations inter-agency network that brings together United Nations entities working in the area of youth development.	Over 40 United Nations entities.	Increase the effectiveness of United Nations work in youth development by strengthening collaboration and exchange among all relevant United Nations entities, while respecting and harnessing the benefits of their individual strengths and unique approaches and mandates.	The Network is chaired by UN DESA's as permanent co-chair. There is a rotating co-chair (currently UNDP) and thematic working groups. The Network has monthly and annual meetings.	UN-led. It spearheaded the development of the Youth-SWAP, which has been endorsed by the CEB. It works with non-United Nations partners, in particular at the level of working groups. It promotes similar networks at the regional and country levels.
8. Partnership for Action on Green Economy (PAGE)				
PAGE is a response to the outcome document of Rio+20. It represents a mechanism to coordinate UN action on green economy and aims to support national green economy strategies.	UNEP, ILO, UNIDO, UNITAR, UNDP.	PAGE aims to support 30 countries over seven years to 2020 in building national green economy strategies that will generate new jobs and skills, promote clean technologies, and reduce environmental risks and poverty.	Management Board; Technical Team; Donor Steering Committee; Secretariat hosted by UNEP; Country focal points.	UN-led; Brings together networks of the participating agencies; Platform for exploring partnerships and exchanging experience, technical information and knowledge.
9. Social Protection Inter-Agency Cooperation Board (SPIAC-B)				
SPIAC-B is an inter-agency coordination mechanism for enhanced coordination and advocacy on social protection and international cooperation.	Several international and bilateral organizations as well as NGOs. [d]	Aims to better organize the efforts of the international development community at the global and country levels on social protection initiatives.	The Secretariat rotates between the ILO and the World Bank (co-chairs) and has been based in the ILO Office in NY.	Co-chaired by the ILO and the World Bank. It builds on the CEB Social Protection Floor Initiative with a focus on promotion, policy coherence, coordination and knowledge sharing.

Overview	Partners	Mission	Governance	Comments
10. Solutions for Youth Employment (S4YE)				
Solutions for Youth Employment (S4YE) is a multi-stakeholder coalition of public sector, private sector, and civil society actors that aims to provide leadership and resources for catalytic action to increase the number of young people engaged in productive work.	Founding partners: The World Bank Group, Accenture, International Youth Foundation, Plan International, RAND Corporation, Youth Business International and the International Labour Organization. [e]	To provide leadership and catalytic action and mobilise efforts to significantly increase the number of young people engaged in productive work by 2030.	The Board of Directors provides high-level strategic guidance. The Executive Committee is responsible for executive managerial decisions. The Secretariat manages the day-to-day operations. Partnership is a network of governments, foundations, private sector, civil, society, international organisations and youth networks.	Vision: A world where all youth have access to work opportunities that empower them to escape poverty, thus boosting shared prosperity worldwide. Goal: To provide catalytic support to employment and productive work for 150 million youth by 2030.
11. Understanding Children's Work (UCW)				
UCW is an inter-agency research cooperation to support statistical information on child labour and related policy approaches.	UNICEF, World Bank, and ILO.	Produce research aimed at informing policies in the areas of child labour and youth employment.	A Steering Committee comprising with representatives from the partner agencies is responsible for the Programme's overall strategic direction and goals. [f]	Policy oriented research platform for research cooperation, policy dialogue, partnership building and knowledge exchange.
12. Youth Employment Funders Group (YFEG)				
A group of donors and multilateral organizations working together to improve knowledge on what works while securing funding coordination and collaboration among members.	Core partners include USAID, Inter-American Development Bank/Multilateral Investment Fund, and the ILO; with a broader attendance from other donor agencies and foundations.	To generate and share more and better evidence on what works in the field of youth employment and act on that knowledge through each funder's technical capacity and funding mechanisms.	A Steering Committee comprised by technical experts from USAID, Inter-American Development Bank/Multilateral Investment Fund, and the ILO is responsible for the group's strategic activities. The Committee is supported by one coordinator.	Platform for coordination of youth employment investments. Important outreach among donor agencies and philanthropic foundations.

Overview	Partners	Mission	Governance	Comments
13. Youth Employment Inventory (YEI)				
YEI is a database with comparative information on the design, implementation, monitoring and evaluation of over 800 youth employment interventions to improve the evidence base for effective youth employment interventions.	ILO, World Bank, and the German Ministry of Economic Cooperation and Development (BMZ).	Improve knowledge on youth employment interventions and their achieved results in order to increase the impact of interventions, expand its scope, disseminate information and facilitate public access to the data.	Managed by a Secretariat and supervised by a Steering Committee. The Secretariat is appointed on a rotating basis among the partners of the YEI consortium.	Web based platform. Based on existing documentation and evaluations of youth employment programs. Not confined to success stories. [g]

Notes:

[a] See: <http://www.cgap.org/member-organizations>

[b] See: <http://global-apprenticeships.org/who-we-are/partners/members/>

[c] As per FAO case study

[d] See: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---nylo/documents/meetingdocument/wcms_211034.pdf

[e] See: <http://s4ye.org>

[f] As per: http://www.ucw-project.org/attachment/Brochure_UCW_final.pdf

[g] See: <http://youth-employment-inventory.org>