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Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project (2014-2018)

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The NET-MED Youth Project has been implemented by UNESCO in nine out of ten initially targeted countries among the Southern countries of the European Neighbourhood Policy. Field missions were conducted in the period August to September 2018 to Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia. Due to security concerns, fieldwork in Libya was conducted remotely from Tunis.

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ABSTRACT

The Networks of Mediterranean Youth (NET-MED Youth) Project is a regional project funded by the European Union and implemented by UNESCO from 2014 until 2018. It followed a comprehensive approach through interdisciplinary activities in different thematic areas aimed at advancing youth legal and policy frameworks, enhancing youth representation in media, and reinforcing youth employability and skills in response to the challenges experienced by young women and men in the region regarding their transition to full autonomous citizenship in the civic, political, economic, social and cultural spheres. NET-MED Youth contributed to the creation of an enabling environment for young women and men from nine of the Southern countries of the European Neighbourhood Policy (i.e. Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia) to develop their competencies, to exercise their rights and meaningfully engage as active citizens in the development and implementation of national strategies on youth. The evaluation found that, overall, the NET-MED Youth Project was a successful initiative and created a momentum for Youth empowerment in the respective beneficiary countries. Its high relevance in the context of the Agenda 2030 resulted not least from UNESCO's longstanding experience and good practices in working with youth organizations and youth-related stakeholders through youth engagement as partners and beneficiaries. The Project thus constituted a significant contribution to the UNESCO Operational Strategy on Youth 2014-2021. Gender equality was a central concern of NET-MED Youth, and systematically embedded throughout all activities as a transversal feature. In line with the Agenda 2030 commitment of leaving no one behind, several activities focused on issues of disadvantaged or traditionally underserved groups, such as youth with disabilities. Challenges identified are mainly related to the often difficult and in some countries unstable political environments. Together with the needs-based and rather context-specific approach in each country, this also affected to some extent the full implementation of the regional perspective. Furthermore, in the absence of a coherent and explicit longer-term exit strategy, the structures and results achieved risk not to be maintained, or scaled up over time, despite the strong local commitment and ownership created over the project duration. Through successfully incorporating youth aspirations in its design and implementation, the NET-MED Youth Project represented a new and innovative approach to youth engagement and empowerment in an interdisciplinary fashion, and should thus be considered as a basis for new thinking on which to build in the future. The high potential for replication of the NET-MED Youth Project, as a continuation or as an example of good practice for a comprehensive and interdisciplinary approach is thus to be further explored.

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List of Acronyms

CI	UNESCO Communication and Information Sector
CSO	Civil society organization
ED	UNESCO Education Sector
ENP-South	European Neighbourhood Policy for Mediterranean Countries
ER	Expected Result
ET	Evaluation Team
EU	European Union
HQ	Headquarters
IL	Intervention Logic
IOS	UNESCO Internal Oversight Service
MENA	Middle East and Northern Africa
MTR	Mid-term Review
MoYS	Ministry of Youth and Sports
NGO	Non-governmental organization
NMY	Networks of Mediterranean Youth
OECD/DAC	Organisation for Economic Cooperation and Development - Development Assistance Committee
OSY	UNESCO Operational Strategy on Youth (2014-2021)
RBM	Results Based Management
SDGs	Sustainable Development Goals

SHS	UNESCO Social and Human Science Sector
SO	Specific Objective
ToC	Theory of Change
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USD	United States Dollar
YEM	Youth Employment in the Mediterranean
YSS	UNESCO SHS Youth and Sport Section

EXECUTIVE SUMMARY

The Networks of Mediterranean Youth (NET-MED Youth) Project

1. The [Networks of Mediterranean Youth \(NET-MED Youth\) Project](#) is a regional project funded by the European Union and implemented by UNESCO from 2014 until 2018¹. It was designed to contribute to the creation of an enabling environment for young women and men from nine of the Southern countries of the European Neighbourhood Policy² to develop their competencies, to exercise their rights and meaningfully engage as active citizens in the development and implementation of national strategies on youth. Since its creation, the Project worked with youth organizations and youth-related stakeholders along the Eastern and Western basins of the Mediterranean Sea – in Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. It aimed at advancing youth legal and policy frameworks, enhancing youth representation in media, and reinforcing youth employability skills. The Project articulated needs-based interventions tailored to the respective national contexts as well as larger-scale regional initiatives connecting youth with policy makers, media and other relevant actors across the Mediterranean for a joint mobilization around common themes and challenges.

2. For this purpose, the NET-MED Youth Project applied a comprehensive approach to respond to the challenges experienced by young women and men in the region regarding their transition to full autonomous citizenship in the civic, political, economic, social and cultural spheres. The Project was implemented through interdisciplinary activities in three thematic areas relevant to the needs and concerns of young people in the region, i.e. **youth policy development** with the participation of youth; **fair and objective coverage of youth news**, rights, achievements and perspectives and positioning of youth vis-à-vis national policies, **youth skills development and labour market transitions**, and reflected in the NET-MED Youth Project four Expected Results (ERs).³

- Inclusive, transparent, gender and disability sensitive and proactive youth

networks/organizations supported and operating (ER1);

- Increased capacities amongst youth organizations and relevant authorities in order to empower young women and men to participate in reviewing and revising national policies and legislation on youth (ER2);
- A more fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media (with attention paid to fostering a gender and disability sensitive approach) (ER3);
- Watchdog role played by youth associations and organizations for improving the design, implementation and evaluation mechanisms of policies/strategies/programmes addressing youth skills development needs and labour market transitions (ER4).

3. With its focus on youth engagement and empowerment, the NET-MED Youth Project was intended to contribute to the [UNESCO Operational Strategy on Youth 2014-2021](#). Within the context of the Strategy, UNESCO's youth-relevant and youth-focused work concentrates on enabling youth to engage in their societies and embodies the different ways in which youth are concerned or affected by such work: as beneficiaries of services and activities; as independent actors; and as UNESCO's partners through their organizations.⁴

4. During the Project implementation, overall, more than 4,000 individual young women and men participated in capacity-building activities, among other through more than 110 workshops, training and events only in the field of information literacy and media awareness, and 17 capacity building workshops on the use of skills forecasting. Furthermore, more than 20 regional workshops and over 60 outreach actions and events were conducted in the framework of the NET-MED Youth Project. More than 150 networks and coalitions were established involving NGOs and media organisations, and partnerships were established in all countries with both, national institutions as well as with internationally active associations. Numerous youth organizations were mobilised in all countries and engaged in various dimensions of the NMY Project, including through

¹ The Project was mainly financed by the European Union, with a budget of 9,633,333 EUR (including 10% co-financing from other sources) for a duration from 1 February 2014 to 31 December 2018.

² The NET-MED Youth Project targeted initially 10 countries, Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. However, in Egypt, the Project did never receive the green light from the authorities and could thus not be implemented.

³ See the detailed Expected results in Annex B: Project Description.

⁴ The [UNESCO Operational Strategy on Youth 2014-2021](#) is articulated around three inter-connected and transversal axes of work that leverage expertise from all of UNESCO's fields of competence: i) Policy development with the participation of youth; ii) Capacity development for the transition to adulthood; iii) Civic engagement, democratic participation and social innovation.

seven national Youth Working Groups. In seven out of the nine NMY countries, the Project facilitated youth involvement for the development of a skills forecasting model.⁵

Objectives, intended audience and methodology for the Evaluation

5. This final evaluation of the Project was foreseen in the approved NET-MED Youth project document and budget. In light of the size and scope of the Project, it was also subject to independent external evaluation as per the requirements of the [UNESCO Evaluation Policy](#). On request by the UNESCO Social and Human Sciences Sector in view of the NET-MED Youth Project's strategic importance, it was conducted as a corporate evaluation and led by a team of external evaluation consultants and Youth policy experts on behalf of the UNESCO IOS Evaluation Office.

6. The main purpose of the evaluation was to assess the overall performance of the Project and to provide evidence-based recommendations on how to strengthen future UNESCO work in support of youth. The lessons learned are intended to feed into the design of any future upcoming project/programme on Youth empowerment and engagement in the Mediterranean region and beyond, as well as into the design and management of other youth-related projects in the context of different programmatic areas and other interdisciplinary work of UNESCO.

7. The evaluation is intended to be used by diverse audiences. The primary intended users of the evaluation are UNESCO staff, project staff and UNESCO management, in particular the Social and Human Sciences Sector, the Communication and Information Sector and the Education Sector, the European Union as well as the various youth organizations involved in the Project as both implementing partners and beneficiaries. The evaluation will also be used by the NET-MED Youth Working Groups (mainly composed of youth organizations) in Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia, as well as by other various concerned stakeholders, including government authorities and Civil Society. The evaluation will serve as an instrument to follow up and sustain the achievements and lessons learnt over the past five years, to improve the effectiveness, efficiency and overall impact of future programmes related to youth empowerment and engagement in the region, as well as to support evidence-informed decisions for future programming and project management, among other within an interdisciplinary perspective. The evaluation examined the work undertaken

by the Project during the period February 2014 to December 2018 including activities covering the nine beneficiary countries.

8. The evaluation draws on multiple data collection strands, which include document review and analysis, semi-structured interviews (face-to-face and via Skype) with key stakeholders including programme coordinators (Headquarters and Field Office staff), key beneficiaries and partners (members of the NET-MED Youth Working Groups, national and local authorities and institutions including ministries, and media); field missions to the participating countries (Algeria, Israel, Jordan, Lebanon, Libya⁶, Morocco, Palestine and Tunisia). Lessons learned were extracted from good practices observed as well as from the extensive review of relevant documents. The evaluation was conducted in line with gender-equality and human rights-based approaches to evaluation, and in line with the United Nations Evaluation Group (UNEG) Norms and Standards. Furthermore, the evaluation considered the importance of the specificities of each country – the culturally-specific context as well as the conditions under which the Project implementation took place. The key dimensions assessed included human and financial resources, youth involvement, project management and coordination, partnerships, cooperation and fundraising, as well as results and sustainability.

Key findings and conclusions

Relevance and alignment

9. The NET-MED Youth Project clearly contributed to the Strategic Objectives of the [UNESCO Medium-Term Strategy 2014-2021](#) (37 C/4), notably its Strategic Objectives 2, 3, 6, 7 and 9.⁷ It significantly contributed to the objectives of the UNESCO Operational Strategy on Youth (OSY), as it was closely aligned with the OSY Axis 1 - Policy formulation and review with the participation of youth, and Axis 3 - Civic engagement, democratic participation and social innovation. Furthermore, NET-MED Youth championed youth empowerment, thus contributing to OSY Axis 2, namely Capacity development for the transition to adulthood.⁸ The Project also contributed to the Agenda 2030 and Sustainable Development Goals (SDG) as a crosscutting issue, notably with reference to SDGs 4, 5, 8, 11, 16 and 17, and fully aligned with the SDG principle of “leaving no one behind” and the inclusion agenda.⁹

10. NET-MED Youth actively sought to align with national policies and priorities to the

⁵ See [key figures on NMY outputs and outcomes](#), and Annex B: Project Description.

⁶ Due to security concerns no field mission to Libya was undertaken. However, information regarding NET-MED Youth activities was collected remotely or through Tunisia.

⁷ UNESCO Medium-Term Strategy 37 C/4 – 2014-2021.

⁸ UNESCO Operational Strategy on Youth, 2014-2021.

⁹ The Project was designed before the adoption of the 2030 Agenda but still contributed to it through its focus on youth as a cross-cutting issue, and its interdisciplinary approach.

largest possible extent where and when feasible by adopting an interdisciplinary perspective. Country visits showed that it was especially the case in Algeria, Jordan, Lebanon, Morocco, Palestine and Tunisia.

11. The initially envisaged regional dimension of the Project represented a challenge throughout its implementation, as the positive context following the Arab Spring did not yield the expected changes in enhanced regional cooperation between beneficiary countries. The Project therefore had to evolve into more of a multi-country project with results primarily at national level together with regional events.

12. The Project actively worked at and succeeded in incorporating the youth aspirations and views in its design and implementation. The Project was found to be largely aligned and relevant to the youth aspirations and views in the beneficiary countries and represented in many countries a new approach to youth engagement and empowerment.

Project Management and use of resources

13. The Project organisational structure was harmonised across all countries and was found effective. The common structure included one national coordinator in charge of the implementation of the Project at national level.¹⁰ The Project was organised in a largely similar way in all covered countries, with national coordinators reporting to the UNESCO HQ Project Coordination Team, which was also playing a backstopping function. Earmarked funding as per the budget approved by the donor was decentralized to concerned UNESCO Field Offices for implementation at country level.

14. The reporting and supervision structures were clear and implemented as designed. Some stakeholders perceived an overload of supervision layers especially in Algeria and Morocco, but no evidence allowed to conclude that it negatively affected the effectiveness of the Project.

15. The Project operated with an adequate management structure as the implementation was taking place without noticeable difficulties apart from a significant stretch of human resources in some countries where the programme of activities was heavier and where the logistics were more challenging.

16. The budget allocated for each country was equal by design and did not specifically

reflect the country-specific volume of interventions planned under the four Expected Results. In some countries, the budget was reported to be limited in regard to the planned activities (Morocco, Palestine, Tunisia), in other countries such as Israel, Lebanon or Libya, the respondents mentioned that the budget was sufficient for the actions planned but increased impact and sustainability could have been achieved had they disposed of more resources. There is no evidence of an inefficient use of resources at country level as all countries could implement their activities satisfactorily.

17. The use of the human resources was judged to be efficient. However several reports from the country visits made an account of intensive workloads for national coordinators and relatively equal allocation of resources despite diverse programmes of activities and logistic constraints in implementation.

Implementation of the interventions and results achieved

18. The overall objective of the NET-MED Youth Project was to improve the access and effective participation of youth in developing and implementing national strategies and policies affecting young women and men in ENP South countries.¹¹ Organised around the four expected results that were further broken down into 14 activities and 32 outputs/deliverables, the result framework of the Project followed the initially established intervention logic.¹² The Project demonstrated a very good rate of completion of its activities and achievement of its expected results. The achievements of the NET-MED Youth Project were satisfactory across all the Expected Results and activities described and planned in the Result Matrix.

19. Among other, the evaluation found that in all countries the NMY project significantly contributed to increased youth mobilization and participation, in particular through the media related activities that in several countries were perceived as innovative especially in relation to capacity development in media awareness. Although at different pace and intensity, the Project helped push the youth agenda forward within the respective national contexts, such as by developing and deepening existing relationships among youth organisations and relevant authorities, and in most cases led to different levels of policy dialogue, and in few cases to advancing the youth policy process. Furthermore, in most countries the NMY Project activities led to positive visibility for youth organisations and young people within their communities and in the public sphere and young people were perceived as making a constructive contribution

¹⁰ In Palestine, the Project had two national coordinators, one in the West Bank and one in Gaza. In some countries (Israel, Jordan, Tunisia) project assistants, were recruited during the course of the Project to assist with the implementation of the interventions.

¹¹ See NET-MED Youth project document.

¹² See the detailed Results framework in Annex B: Project Description and in the NET-MED Youth project document. It is to be noted that the Project's results framework was developed in 2014 before the RBM approach, as applied at UNESCO, was further aligned with that of the UN system and RBM good practices.

to the development in the respective country, in particular through their engagement at the local and municipal levels.

20. Strong civil society partners, a longstanding tradition of youth activism and strong local ownership, UNESCO's prior involvement in national policy processes in many countries, as well as the recognition and credibility provided by the umbrella of UNESCO and the EU and the NET-MED Youth brand were among the key enabling factors for the Project's achievements. On the other hand, unstable political contexts, at times limited capacities in the field of youth policy development at the national level, as well as limited considerations and provisions ensuring a longer term perspective were identified among the obstacles for progress towards the expected results in several countries.

21. The evaluation found that the activities not or only partially implemented were more the result and consequence of unfavourable circumstances in a specific national context than of shortcomings in the Project design or implementation. Even in countries where the context was found as challenging, such as in Algeria, Israel, Libya and Palestine, the Project managed to deliver results across all types of modalities and all dimensions, and to successfully adapt to the national context. It was able to anticipate and manage the risks and challenges in an adequate and context-specific manner.

22. The modalities of delivery used by the Project were found appropriate and coherent with the activities and Expected Results,¹³ and generally, stakeholders considered them as adequate for the Project implementation. Knowledge management activities and South-South cooperation could also be noted as among the modalities of delivery but did not appear as central, and the potential for exchange of good practices was not fully explored during the implementation.

23. In all visited countries, respondents from youth organisations stressed that the Project achieved significant results in networking and Youth participation in their countries. While the evaluation found ample evidence of such achievements, they demonstrated differing levels of intensity and relevance across all ERs. Youth organisations themselves involved in the Project considered the increased networking, media awareness, capacities developed and policy dialogues established as notable

achievements to be built upon, and their views were widely supported by the other stakeholders. In some countries, such as Algeria, Libya and Tunisia the respondents especially highlighted results of specific ERs as being the most relevant to them¹⁴. In other countries such as Israel, Jordan, Lebanon and Morocco, no particular ER was pointed out as being more relevant. Activities under ER4 - watchdog role regarding policies, strategies and programmes addressing youth skills development needs and labour market transitions - showed consistently good results, such as the skills forecasting models developed on the basis of the labour market surveys across all countries which presents to date the highest potential for follow-up.¹⁵

Involvement of youth in the design and implementation

24. The focus on engagement and commitment of the youth participants and Working Groups throughout the Project was found noteworthy in all countries. Youth engagement established a comparative strength of the Project and was highlighted as a positive feature in all the country reports.

25. At the design and conceptualisation stage, NET-MED Youth included consultations with youth in most countries to define country objectives, priorities and activities, but they were not universally applied and were usually complementary to other measures. Engagement of youth at this initial stage was usually part of wider consultations, initiated by UNESCO, with groups of young people, youth organisations, civil society organisations and other stakeholders such as line ministries and donors and international organisations

26. The Youth Working Groups from the different countries were also involved in the design and implementation of a series of communication and visibility activities where they engaged in various activities such as story-telling and campaigning.¹⁶ NET-MED Youth also started the 'Writers and Artists of NET-MED Youth initiative', which aimed to give youth from the region a space where they could voice their concerns and thoughts and engage in dialogue about different themes that the Project addressed. The pool of young writers were part of a database that included more than 50 young writers from the different countries.

¹³ The key modalities of interventions were: facilitation of networking; capacity building; advocacy and policy dialogue; studies and research; outreach and communication; peer learning and knowledge sharing.

¹⁴ Such as results in ER1 and ER3 in Algeria, in ER2 and ER3 in Tunisia; in ER1 and ER2 in Libya.

¹⁵ As illustrated by the Youth Employment in the Mediterranean (YEM) Project being designed based on the outcomes of ER4.

¹⁶ These include the Billboard Campaign (Palestine), the Radio Series Campaign (Lebanon, Palestine), the Whiteboard Videos on Public Policy (Tunisia, Morocco), and some digital and social media campaigns at the regional level such as the #BuildTomorrow campaign, the participation in the EU Neighbours South #EU4YOUTH Campus Tour, and the Young Writers and Artists of NET-MED Youth initiative.

27. While the design and conceptualization stage resulted in somewhat uneven youth involvement, mostly due to external and political factors such as local government conditions set for Project implementation and limiting socio-political environment including political instability and conflict, the NET-MED Youth Project managed to associate youth as both partners and beneficiaries to a significant extent across all the countries.

28. In particular, the NET-MED Youth Project largely succeeded in closely engaging young people as active partners as well as beneficiaries during the implementation stages, and by giving them the voice and the attention they desired in carrying out activities, which resulted in strengthened capacities as well as in strong commitment and ownership.

Gender equality

29. Gender equality was a central feature of NET-MED Youth, embedded throughout all activities as a transversal feature (both in terms of equal representation and content) as well as in the phrasing of three specific results, namely ER1 'Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations', ER2 'Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies', and ER3 'ensuring a fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media (with attention paid to fostering a gender and disability sensitive approach)'. Gender equality is also integral to the activities of ER4.

30. The importance granted to gender equality was apparent during all country visits and interviews with all stakeholders, confirming that gender equality was recognised and explicitly addressed as a key component throughout various aspects of the Project.

31. The principles of gender equality were consistently mainstreamed through the Project, across all countries. The evaluation found that the gender equality perspective was an appreciated and valued component of the Project and its activities across all countries and all ERs. Nonetheless, with respect to the UNESCO global priority Gender Equality, the evaluation found that this aspect could have been communicated and promoted even more as a priority theme of the Project.

Sustainability and partnerships

32. Ownership provisions were not structurally built into the Project framework from the outset. Both ownership and sustainability were implicitly considered at the inception stage and later devolved into country-level activities and efforts.

33. The Project facilitated involvement of local stakeholders and organisations, at national and local level, at preparation and implementation stages, and such involvement led to increasing levels of ownership during the Project lifetime across all covered countries.

34. There is a lack of strong evidence pointing at a longer-term sustainability or exit strategy. The absence of strategies for continued ownership, replicability, and/or scaling up weakens the overall sustainability potential of the Project, in particular as there are signs that ownership may decrease unless any such follow up actions continue to be facilitated under the umbrella of UNESCO, and/or the EU.

35. The Project carries ample replication and scaling-up potential across all covered countries. However, ideas for replication and scaling up differ greatly between countries in terms of theme, scope and resources required, and most replication and scaling-up ideas pertain to national and local-level activities, with little consideration for transnational or regional activities.

36. The Project developed a number of strategic partnerships and alliances with key youth policy stakeholders in all countries of operation. This was particularly visible in the case of national authorities, international organisations and youth organisations and coalitions pursuing goals similar to NET-MED Youth. Noticeable examples can be highlighted with the organization of interventions and events with the Anna Lindh Foundation, the British Council, UNFPA, UNICEF, and with additional national and regional EU projects such as the Media Support Program (PAMT)¹⁷ in Tunisia, the Youth and Life Skills Project in Jordan or the YEM Project.¹⁸

37. The Communication and Visibility Strategy of the NET-MED Youth Project was based on personal storytelling. It ensured that its youth beneficiaries be always at the forefront, adding a human dimension to communication channels and messages while portraying effectively the value and impact of the Project, ensuring also visibility to UNESCO and the EU.

¹⁷ I.e. Programme d'appui aux médias en Tunisie (PAMT).

¹⁸ The YEM project is also implemented by UNESCO and funded by the EU.

Conclusions and Recommendations (The way forward)

38. The evaluation found that, overall, the NET-MED Youth Project was a successful initiative that achieved significant results and created a momentum for Youth empowerment in the respective beneficiary countries. The Project contributed significantly to capacity development at individual level and brought about cultural changes at institutional capacity, in particular at the level of youth organizations, media outlets, and national governments. Only some activities could not be implemented or only partially be implemented, primarily due to unfavourable security or political conditions. The umbrella of UNESCO and the EU and the NET-MED Youth “brand” provided increased recognition and credibility to the interventions carried out by youth within their communities. Its demonstrated relevance in the context of the Agenda 2030 of ‘leaving no-one behind’ resulted not least from UNESCO’s good practices in working with Youth through engagement as partners and beneficiaries. At the same time the Project constituted a significant contribution to the UNESCO Operational Strategy on Youth. The NET-MED Youth Project successfully incorporated youth aspirations in its design and implementation and represented a new approach to youth engagement and empowerment in an interdisciplinary fashion, and should thus be considered as a basis for new thinking on which to build in the future.

39. The validity of the Project intervention logic was confirmed by the evaluation and the results were achieved to a very large extent leading to significant contribution to the intended objectives. The Project proved relevant to the needs of the youth in all countries and aligned with UNESCO’s main strategic orientations. The Project was also effective as all results were achieved either in full or to a large extent. Resources, although stretched, were used efficiently.

40. Sustainability was sought and efforts made to institutionalise the networks and build partnerships to allow for the continuation of the activities after the end of the Project. This said, the Project has faced some limitations in achieving sustainability due to various factors at country level.

41. Although initially intended as a regional project, the NET-MED Youth Project had to shift its focus from a truly regional project to a multi-country project. This was one of the most prominent challenges the Project had to face as the enabling circumstances for enhanced regional cooperation between beneficiary countries were limited. Enhancing measures for the ongoing exchange of good practices among the beneficiary countries, could further strengthen the regional cooperation.

42. Gender Equality considerations were consistently prominent throughout the NET-

MED Youth Project, both through mainstreaming, inclusive participation and within its content. However, in line with the UNESCO global priority Gender Equality, there could have been an even greater focus on explicitly establishing and communicating a thematic priority in relation to gender equality, and inclusion of disadvantaged groups throughout the Project, such as on issues concerning young people with disabilities.

43. Furthermore, in the absence of coherent and explicit longer-term exit strategy in the beneficiary countries, the risk that the structures and results achieved so far cannot be maintained, or scaled up over time was not sufficiently and strategically managed, such as via the established partnerships. Nonetheless, the strong commitment and engagement in NET-MED Youth at country level remains promising for further follow up and building on the results that were achieved over the 5 years of implementation. The high potential for replication of the NET-MED Youth Project, as a continuation or as an example of good practice for a comprehensive and interdisciplinary approach is thus to be further explored.

44. The evaluation therefore suggests the following for any future similar intervention:
- **Recommendation 1:** Increase the regional relevance through regional thematic working groups and steering structures
 - **Recommendation 2:** Streamline the results framework for a more focused and sustainable delivery
 - **Recommendation 3:** Institutionalise the NET-MED Youth brand
 - **Recommendation 4:** Take stock of the good practice of cooperation across sectors for the implementation of the UNESCO Operational Strategy on Youth
 - **Recommendation 5:** Further integrate the lessons learnt from specificities of youth interventions in the design of future projects, and build on the experience gathered – both in terms of success stories and challenges
 - **Recommendation 6:** Develop a comprehensive ownership, sustainability and exit strategy from the Project onset
 - **Recommendation 7:** Develop management functions to the lowest possible level to achieve an optimal level of efficiency
 - **Recommendation 8:** Embed gender equality and inclusion more firmly as a theme rather than a transversal feature
 - **Recommendation 9:** Building on the momentum created and the good results achieved, seek financing for a continuation of the NET-MED Youth Project through either a second phase or replication in another region.

MANAGEMENT RESPONSE

Overall Management Response	
The evaluation has been useful in identifying the successful achievements, innovation and unprecedented dynamics reached by the EU-funded NET-MED Youth Project in a wide variety of contexts (regional, national and local). The evaluation report is overall well structured, clearly written and straightforward in the development of the argumentation, as well as based on sufficient evidence. UNESCO welcomes the recommendations, which will help the Organization to sharpen any relevant action and programming efforts in the Southern Mediterranean region. The recommendations may also prove useful for the replication in other regions of the successful models and experiments implemented by NET-MED Youth, as well as for future resource mobilization efforts.	
Recommendations	Management response
Recommendation 1: Increase the regional relevance through regional thematic working groups and steering structures <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted UNESCO agrees on the need to further reinforce regional youth structures for sharing experiences, transferring skills and facilitating joint mobilization of youth around common challenges. Efforts will be made, whenever relevant, to intensify regional aspects in future work.
Recommendation 2: Streamline the results framework for a more focused and sustainable delivery <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted UNESCO will seek to streamline the results framework, including by focusing on a limited number of results and activities to enhance the overall flexibility of a project design and implementation while reinforcing its sustainability. This approach should be based on a robust Results-Based-Management framework, allowing for clear coordination between all implementing units, within and outside UNESCO, sharing or contributing to collective/interdisciplinary results. Future programming should also be guided by a clearer Theory of Change.
Recommendation 3: Institutionalize the NET-MED Youth brand <i>Addressed to: UNESCO's EOs of SHS/CI/ED, UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted With a view to keeping alive the NET-MED Youth brand. UNESCO will maintain its website and social media platforms accessible, and continue to promote the NET-MED Youth pool of youth organizations, experts, tools and experiments in future programming as good practices and resource-persons. Explicit reference to NET-MED Youth as a success story could continue to be made in relevant fundraising efforts focusing on youth development. The longer-term institutionalization of the Project will depend on availability of funding. Nevertheless, NET-MED Youth will remain a model and a brand for UNESCO and its partners, as well as for youth stakeholders.

Recommendation 4: Take stock of the good practice of cooperation across sectors for the implementation of the UNESCO Operational Strategy on Youth <i>Addressed to: UNESCO's EOs of SHS/CI/ED, YSS, UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted SHS will apply, to the extent possible, the NET-MED Youth good practices of interdisciplinary cooperation and participatory coordination to the monitoring of the UNESCO Operational Strategy on Youth which covers all areas of UNESCO's mandate. The large body of knowledge, resources, methodologies and practices will be further promoted across UNESCO Headquarters and Field Office networks of donors and partners, with a view to maximizing the opportunities of replication and scaling-up of the Project in other countries and regions.
Recommendation 5: Further integrate the lessons learnt from specificities of youth interventions in the design of future projects, and build on the experience gathered – both in terms of success stories and challenges <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted UNESCO acknowledges the importance of integrating lessons learnt from youth interventions when designing future projects and will explore potential modalities to address this.
Recommendation 6: Develop a comprehensive ownership, sustainability and exit strategy from the Project onset <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted UNESCO agrees with the need for a comprehensive ownership, sustainability and exit strategy from the very onset of a Project. In the design of future projects, efforts will be made to pay further attention to raising awareness among donors and partners of the importance to jointly commit to an exit and sustainability strategy as a shared responsibility.

Recommendation 7: Develop management functions to the lowest possible echelon to achieve an optimal level of efficiency <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted Building on NET-MED Youth experience, in future large-scale projects, UNESCO will pursue its efforts to further improve the design of the management structure at all levels. These efforts should aim at ensuring the autonomy, interaction and collaboration for a smooth and efficient implementation and coordination among all parties involved at HQ, in the Field and with external partners, as relevant. Attention will also be paid to request that management teams' skills and team-building efforts be reinforced on a regular basis.
Recommendation 8: Embed gender equality and inclusion more firmly as a theme rather than a transversal feature <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted Building on NET-MED Youth two-pronged approach, including both gender mainstreaming and gender-equality specific interventions, further efforts will be deployed, to the extent possible, to adopt a more thematic approach to gender equality and inclusion in future projects.
Recommendation 9: Building on the momentum created and the good results achieved, seek financing for a continuation of the NET-MED Youth Project through either a second phase or replication in another region <i>Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.</i>	Accepted UNESCO agrees with the recommendation and calls for a continuation of the NET-MED Youth Project to build on the efforts and achievements reached so far. As a best practice and successful example of partnership between UNESCO and the European Union in the field of youth engagement, a new phase of NET-MED Youth would open new avenues for youth engagement. UNESCO is open to discuss programmatic options that would allow the Project to continue building on the momentum and on the dynamics created among youth and their networks, to further consolidate its sustainability as well as a to increase the opportunities for future expansion of its achievements in the region and beyond.

1. Introduction

Background

45. The current report presents the evaluation findings of the NET-MED Youth Project (2014-2018). NET-MED Youth was launched in cooperation and with financial support of over 9 million EUR from the European Union.¹⁹

46. Networks of Mediterranean Youth (NET-MED Youth) is a regional project funded by the European Union and implemented by UNESCO. It seeks to contribute to the creation of an enabling environment for young women and men from southern countries of the European Neighbourhood Policy (ENP South) to develop their competencies, to exercise their rights and meaningfully engage as active citizens in the development and implementation of national strategies on youth. It targeted initially 10 countries; however, it was then downscaled to nine countries as Egypt withdrew. Activities that covered Syria were implemented through work with Syrian youth in Lebanon and Jordan.

47. As envisaged in the approved project document, the current evaluation was conducted in order to assess the overall performance of the Project and to provide evidence-based recommendations on how to strengthen future UNESCO work in support of youth. Given the strategic relevance of the NET-MED Youth Project, the evaluation was conducted as a corporate evaluation in line with the UNESCO Evaluation Policy. It was commissioned by the IOS Evaluation Office and conducted by a team of external independent evaluators from ICON-Institute Germany.

Purpose and Use

48. This evaluation was designed as the final evaluation of the NET-MED Youth Project covering the whole timeframe of the project implementation from 1st of February 2014 until 31 December 2018. It was considered to be primarily a learning exercise, with the accountability aspect of the evaluation emphasised to a lesser degree.²⁰ The main purpose was to assess the overall performance of the Project and identify lessons learned from the in-country processes, and in view of the

regional dimension. Furthermore, the evaluation intended to identify lessons learned in relation to NET-MED Youth as a flagship project, among other with a view to its interdisciplinary dimension and as a contribution to the implementation of the [UNESCO Operational Strategy on Youth](#).²¹ To the extent possible, the evaluation also considered the relevance of the NET-MED Youth Project for the UNESCO TVET Strategy.²²

49. As outlined in the Terms of Reference, the evaluation covered the following dimensions of the Project as a whole, and for each national process, taking the respective country context into account: Youth involvement; Results and sustainability; Project management and coordination; Partnerships, cooperation and fundraising; Human and financial resources.

50. The primary users of the evaluation are:

- UNESCO project staff and management (in particular Social and Human Sciences (lead), Communication and Information, and Education Sectors);
- Donors, and in particular the European Union;
- The NET-MED Youth Working Groups on the ground and their respective networks/youth organizations involved in the Project (implementing partners and beneficiaries);
- Youth stakeholders.

Evaluation questions

51. Resulting from the consultation with the reference group and as a result of issues and concerns that emerged during project implementation, the evaluation is based on a set of eight questions covering the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact. In the context of this evaluation, the additional criteria of partnerships, synergies and fundraising were added to the evaluation framework.²³ The key dimension and overall questions laid

¹⁹ The Project was funded for an amount of 9,633,333 EUR, including 10% co-financing from UNESCO and other sources.

²⁰ Note: The Directorate for Neighbourhood and Enlargement Negotiations (DG NEAR) of the European Commission commissioned its own strategic-level evaluation of regional projects focusing on culture and youth in the Neighbourhood South. This evaluation was conducted in early 2018 and its scope included the NET-MED Project.

²¹ See: [Mid-term Review of the UNESCO Operational Strategy on Youth](#), conducted in 2018.

²² In line with the revised inception report, the relevance of the NET-MED Youth Project for the UNESCO TVET Strategy was considered in evaluation activities from October 2018.

²³ The full evaluation matrix including the detailed evaluation questions and the judgement criteria can be found in Annex G. Partnerships were seen as essential in the light of the

out in the terms of reference for the evaluation were the following :

- **Human and Financial Resources:** To what extent were the Project's resources adequate and efficiently used to meet objectives?
- **Youth involvement:** How effectively did the Project associate youth as both partners (in the design, conceptualization and implementation of the Project) and as beneficiaries?
- **Project management and internal coordination:** To what extent did management structures, working methods, and internal coordination mechanisms influence the overall effectiveness of the Project? This dimension included a particular focus on Headquarters – Field Office relations and the interdisciplinary aspects of Project management and coordination.
- **Partnerships, cooperation and fundraising:** How effective was the Project in terms of building strategic partnerships and alliances with relevant stakeholders (government, youth organizations, media actors, private sector, at local, national, regional and international levels), as well as how effective were the Project's resource mobilization strategies and modalities?
- **Results and sustainability:** What progress has been made in achieving the Project's four planned results and what factors are positively and negatively influencing progress? Moreover, what is the likelihood that the progress made will be sustained after its completion?

52. After the review of the documents and the conduct of scoping interviews, the final evaluation questions in the matrix were formulated as follows:

- EQ1. To what extent are the Project's objectives and implemented actions relevant to global, regional and national priorities and to youth needs and aspirations?
- EQ2. To what extent were the Project's resources adequate and efficiently used to meet objectives?
- EQ3. To what extent did management structures, working methods, and internal coordination mechanisms influence the overall effectiveness of the Project?

objective of the Project. The hypothesis being that building strong partnerships are a condition for effectiveness and sustainability. Synergies and fundraising were also seen as important enabling factors for impact and sustainability.

- EQ4. What progress has been made in achieving the Project's four planned results and what factors are positively and negatively influencing progress?
- EQ5. How effectively did the Project associate youth as both partners (in the design, conceptualization and implementation of the Project) and as beneficiaries?
- EQ6. To what extent has the Project been effective in contributing to achieving the objectives of UNESCO's Priority Gender Equality?
- EQ7. What is the likelihood that the progress made will be sustained after project completion?
- EQ8. How effective was the Project in terms of building strategic partnerships and alliances with relevant stakeholders (government, youth organizations, media actors, private sector, at local, national, regional and international levels), as well as the effectiveness of resource mobilization strategies and modalities?

A brief overview of NET-MED Youth

53. UNESCO's mission is to contribute to build peace, reduce poverty and promote sustainable development and intercultural dialogue. It is a global intergovernmental organization, with a broad mandate and a complex organizational structure and division of responsibilities at headquarters and in field offices across the globe. In terms of programme development and design, UNESCO's traditional approaches may not necessarily always have favoured beneficiaries being involved and taking the lead, and this has notably been the case in regard of young people, who may not be considered as 'experts' capable of a relevant level of contribution, notably by government officials. Yet, the [UNESCO Operational Strategy on Youth 2014-2021](#) (OSY) seeks to change this by emphasizing the role of youth as societal actors and change makers, and thus to be engaged as key partners to promote and achieve sustainable development and peace in their countries and communities.

54. NET-MED Youth is a capacity-building and policy support project that seeks to enable youth in the target countries to actively engage in promoting the role of youth in society, implemented by UNESCO, mainly financed by the European Union, with a budget of 9,633,333 EUR (including 10% co-financing from UNESCO and other sources) and a duration from 2014 through 2018. The NET-MED Youth project has been a flagship programme in intersectoral and interdisciplinary project

development and implementation for UNESCO. It has among other been considered as a significant example of good practice for operationalization and mainstreaming of the OSY since 2014.²⁴ Furthermore, NET-MED Youth serves as a pilot from which UNESCO can learn important lessons for future youth-related programming and implementation in and with Member States and for mobilising and utilizing external donor resources.

55. NET-MED Youth aims at creating an enabling environment for young women and men to develop their competencies, exercise their rights and duties, and meaningfully engage as active citizens, particularly in decision-making and policy planning processes. The Project has developed a comprehensive approach that responds to the challenges experienced by young women and men in the region regarding their transitions to full autonomous citizenship in all its facets – civic, political, economic, social and cultural. NET-MED Youth was designed to do so through multi-sectoral and thus interdisciplinary activities in three thematic areas of UNESCO's mandate that are relevant to the needs and concerns of young people in the region, as follows:

- youth policy development with the participation of youth;
- fair and objective coverage of youth news, rights, achievements and perspectives and positioning of youth vis-à-vis national policies;
- youth skills development and labour market transitions.

56. NET-MED Youth was implemented in 9 out of 10 of the Southern Neighbourhood countries, defined as such in the European Neighbourhood Policy (ENP). These were: Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. The project in Egypt did not materialise for a number of reasons independent of UNESCO and therefore it was not part of this evaluation. The coordination of the Project was ensured at UNESCO Headquarters in Paris by five staff members within the Youth and Sport Section (SHS/YSS) in the Social and Human Sciences (SHS) Sector²⁵, one staff in the Communication and Information Sector and another staff in the Education Sector. Country teams located at UNESCO Field Offices or at a local organization (i.e.: Israel, where no UNESCO national field office is established) were responsible for the implementation and development of each national process and liaise with both Headquarters level and

in-country stakeholders to ensure smooth coordination and visibility of the Project's achievements and opportunities for cross-country learning.

57. The Project was set within the context of, and in response to, recent socio-economic developments in the region. The Arab Spring was largely carried by young people voicing their grievances and brought the deep dissatisfaction of the Mediterranean region's large youth populations with their situation to the attention of the policy-making community concerned with youth affairs globally. In 2011 approximately one in every five persons (20%) living in the ENP South Region was aged between 15 and 24 (with the exception of Israel, where 15-24 year olds make up 15.4% of the population). Furthermore, 30-40% of the populations in the respective countries were under the age of 15. This is in stark contrast to the Member States of the European Union, where only approx. 15.7% of the population are under 15. ENP South countries display high rates of young age dependency and of youth unemployment. In the case of youth unemployment, the rate is often twice that of total unemployment. Furthermore, there are significant differences in the rates with regard to gender. Female unemployment tends to be higher in all countries (again with the exception of Israel).

58. At the same time, the countries of the region demonstrate significant diversity in a number of regards. Educational attainment is a good example. In 2011, Israel performed at the upper end of the scale. Morocco, with only about one third of youth (20-24), and Palestine with one fifth of youth attaining upper secondary education are ranking at the lower end of the scale. In the run up to and since those democratic upheavals, young people have experienced disillusionment with their marginalisation and disenfranchisement from social and political processes that affect their life chances and the direction that the development of the countries where they live take²⁶. In the words of its own promoters, the NET-MED Youth Project was 'unfolding in a regional political context where young women and men demand immediate democratic reforms, dignity and freedom'. According to a 2016/17 Friedrich Ebert Foundation study of young people aged 16-30, conducted in nine countries of the MENA Region, young people across the region are confronted with uncertainty, but are finding ways to cope with difficult circumstances and discover their own solutions. Many of them look to the future with confidence, despite major political and economic upheavals²⁷.

²⁴ See [Mid-term Review of the UNESCO Operational Strategy on Youth \(OSY\), 2014-2021](#)

²⁵ Programme manager, member of coordination Team, regional coordinator, communication and visibility officer, programme assistant.

²⁶ Large Scale Youth Population Plus High Unemployment - Challenges Facing ENP South Countries, <https://ec.europa.eu/eurostat/statistics-explained/pdfscache/32638.pdf>

²⁷ FES Youth Study, <https://www.fes-mena.org/topics/youth-study/>

59. To achieve its aims, the NET-MED Youth Project has developed cooperative processes of engagement and active participation of young people with youth organizations and other youth sector stakeholders, in order to connect young people with policy makers, media and other stakeholders involved in youth related affairs in the 9 target countries.

60. The Project took seriously the fact that although countries of the region share a range of youth related policy issues and challenges, each country clearly has support needs that are context specific. Therefore, while relying on in-country processes that differed considerably from one another across the target countries, the Project nevertheless aimed at developing constructive bi- and multi-lateral networking and peer-learning across the different in-country projects. This could be understood as the Project's 'regional' or 'multi-country' dimension. NET-MED Youth sought to achieve four key results (Expected Results, ER 1 to 4):

- **Expected Result 1:** Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.
- **Expected Result 2:** Capacity-building in order to empower young women and men to participate in reviewing and revising national legislation on youth, to advocate for the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies where they exist.
- **Expected Result 3:** Ensuring a fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth *vis-à-vis* national policies and programmes across various sectors
- **Expected Result 4:** Facilitating a watchdog role played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

Evaluation Approach and Methodology

61. The approach taken to this evaluation has been to provide UNESCO and the European Union with an independent, credible and useful evaluation based on

robust analysis and to develop evidence-based recommendations to inform UNESCO and the EU on how to strengthen future similar youth-related projects and interventions.

62. The underlying Analytical framework for the evaluation is described in figure 1 below. This analytical framework guarantees the consistency between the findings and conclusions at the end of the process with the evaluation matrix and terms of reference (ToR) at the other end of the process. The evaluation was developed based on the ToR, a documentary review of the project documents and scoping interviews with the project staff both in country and at HQ.

63. To define the evaluation matrix, the evaluation team also put an emphasis on the intervention logic of the project as laid down in the project documents, including the project result framework.

64. At the same time, the evaluation team developed the stakeholder matrices at country level following a more flexible than usual approach to allow accommodating the large variation of stakeholders among countries.

65. The next step was to develop the interview guidelines and protocols used by all evaluators for interviews. The protocols were designed to cover the most relevant aspects of the evaluation matrix for each type of stakeholders to ensure optimal coverage of the matrix while limiting interview times. The protocols were also designed to ensure consistency in data collection to allow for comparability across countries and stakeholders types.

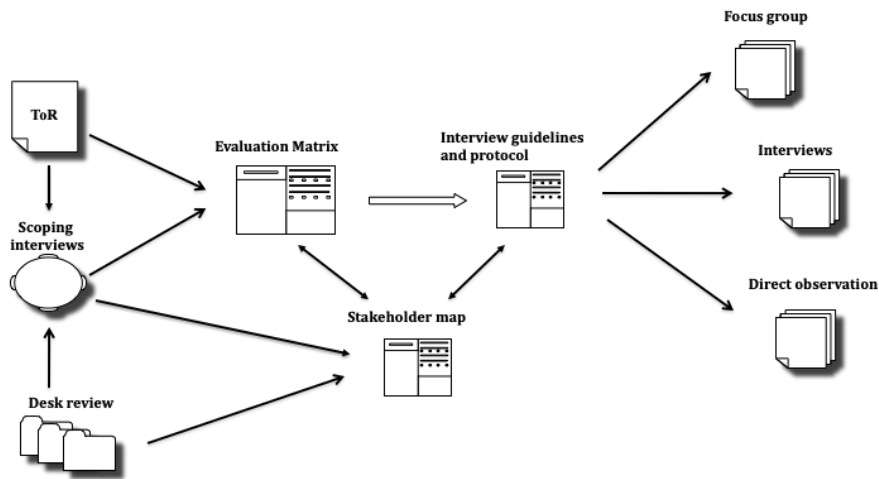
66. The evaluation utilized a mixed method design for data collection, including:

- In-depth document review;
- Field visits to beneficiary countries of the NET-MED Youth Project;
- Interviews at project coordination level with UNESCO and EU personnel;
- Observation and regional focus group at the closing conference with youth participants.

67. Interviews were carried out at both country and project level and were complemented by direct observations during country visits and at regional events where the evaluation team could attend.

68. The evaluation interviewed over 120 persons from youth organisations, ministries and public authorities, development partners, UNESCO HQ and field offices staff, EU staff in Delegations and at DG NEAR in Brussels.

69. Data Triangulation from various stakeholders, sources and collection tools through an extensive review of the background documents, interviews, focus groups, and discussions with relevant stakeholders, as well as observation during events was performed for validation and cross-checking of findings.



70. The evaluation adopted the following guiding principles:
71. **Participatory approaches** to encourage active involvement and ownership of the evaluation process and results by a range of stakeholders; in particular through participation and sharing of information and draft deliverables with an extended stakeholder group, involving representatives from across all relevant units at UNESCO HQ and project coordinators from all NMY countries in addition to those represented in the reference group established for the purpose of the evaluation.

72. **Ethical principles:** The evaluation was conducted in respect of UNEG Norms and Standards for Evaluation, and adopted a gender–equality, human rights based and culturally sensitive approach for collecting and analysing data, This included the composition of a gender-balanced and culturally diverse evaluation team, the use of gender sensitive interview and focus group protocols and as well as gender, human rights and culturally sensitive approaches in eliciting and analysing evidence.

Desk review

73. A comprehensive desk review of relevant documentation was conducted to understand the context within which the NET-MED Youth Project had been designed and implemented. The desk review was conducted at two distinct levels, namely at country level in the context of the field visit to produce the country fiches and at programme level in two separate instances, for developing the analytical framework during the inception phase and during the analysis phase for triangulation purposes.

74. Relevant primary and secondary documents were reviewed following a list provided by UNESCO that can be found in Annex C.

Field visits to beneficiary countries of the NET-MED Youth Project

75. The evaluation team conducted field visits to seven countries and performed a “remote coverage” of Libya. As travel to Libya was deemed not realistic due to security and accessibility issues, interviews were held via telephone and skype from Tunis.

76. Visiting beneficiary countries enabled the ET to interview beneficiaries, partner organizations, authorities, development partners and UNESCO staff involved in the Project. It allowed to gather first hand data on the implementation of the Project to inform the evaluation.

77. The selection of stakeholders interviewed was based on a stakeholder consultation strategy developed in the inception report of the present evaluation and submitted to the relevant UNESCO Field Office to facilitate selection of stakeholders and organizing the visits and interviews.

78. The field visits were conducted in the period of August and September 2018 following the schedule presented in the following table:

Country	Dates	Expert
Israel	29-31 August 2018	Yael Ohana
Morocco	05-08 September 2018	Yael Ohana
Tunisia	07-10 September 2018	Kimiko Hibri Pedersen
Algeria	12-13 September 2018	Kimiko Hibri Pedersen

Libya	10-11 September 2018	Christophe Dietrich and Mamoun Besaiso (remotely)
Lebanon	21-24 September 2018	Max Fras
Jordan	25-26 September 2018	Max Fras
Palestine	18-20 + 24 September 2018	Mamoun Besaiso

Interviews with key stakeholders

79. In addition to interviews conducted during the field visits, a series of in-depth interviews with selected informants at programme level were conducted, mainly with UNESCO staff, UNESCO management and EU representatives at project coordination level.

80. The project level interviews with UNESCO were conducted in Paris on 16 and 17 October 2018.

81. In addition, the NET-MED Youth closing conference, taking place in Brussels on 19 November 2018, provided an opportunity for the evaluation team to organize a regional focus group with youth participants.

82. The focus group was run in two groups to allow for easier discussion and to fit the favoured language of the participants. One focus group was conducted in English and the other one was conducted in French. The participants from Israel, Jordan, Lebanon, Libya and Palestine took part in the English-speaking group, and those from Algeria, Morocco and Tunisia in the French-speaking group.

83. The focus group was facilitated by the Team leader and a senior evaluator and implemented with the use of Mentimeter, an online voting and commenting platform that allowed to engage the participants in the questioning before discussing the item among the group.

84. The list of all stakeholders consulted is available in Annex D.

Validation workshop

85. A workshop was held for the Evaluation Reference Group and other relevant participants in Paris on 30 January 2019. The aim of the workshop was to present, discuss and validate the findings from the field visits, focus group and programme level interviews as well as to present and discuss preliminary conclusions and recommendations.

Strengths and Limitations

Strengths

86. The main strength of the evaluation is to have been able to conduct field visits to all countries where the Project was implemented with the exception of Libya for the reasons explained above. This allowed to perform direct observation on site and meet with all the relevant stakeholders through face-to-face interviews or focus groups.

87. Another strength of the evaluation was the access to an extensive body of documentation of the Project that allowed for a thorough triangulation of data collected during interviews with project documents and programmatic documents.

88. The possibility to validate the findings and discuss the recommendation with the project team, and the extended reference group including other relevant staff at UNESCO HQ and from field offices was another clear strength to achieve the purpose of a learning exercise for the project team.

89. Finally, the fact that the country fiches and the final evaluation report could be reviewed by the national staff for validation also ensured ownership and adds to the validity of the conclusions and recommendation in the report.

Methodological limitations

90. The initial momentum of the evaluation was altered in the early inception phase when the original team leader had to retire from the team. This led to some delays in the early phase of the evaluation. Nonetheless, the methodological and tools development continued temporarily under the leadership of the ICON-Institute evaluation manager. The selection process of a new highly qualified team leader was completed in August 2018. However, required rescheduling of some the evaluation activities led to a delay in the finalisation of the assignment.

91. A challenge of the evaluation was also the short time available for interviews in the field as resources only allowed for a two-day mission in each country. On average, the number of interviews carried out in country was around 12 to 15 with various types of stakeholders. At the same time, some of the relevant documentation at country level was only available after the field visit.

92. The variation in the data collection, despite using the interview protocols consistently, led to some variation in the extent of information gathered in some countries, mainly Libya and Palestine as direct observation was not possible. This

resulted in some discrepancies in the lengths and depth of information and structure of the various country fiches.

93. There was also a very large amount of documentation to be reviewed for the evaluation and the evaluation team had to prioritise the documentation that could be reviewed in depth and incorporated into the analysis for the final report within the resources available.

94. Finally, another evaluation was conducted under the auspices of the EU a few months before this evaluation. This means that the evaluation team had to adopt a cautious approach towards informants not to repeat the questioning already carried out by the EU evaluators and the need for clearly explaining the purpose and use of the UNESCO-led evaluation. This said, there was no indication of any fatigue or resistance from informants to take part in interviews.

Reading guide

95. The Report discusses the evaluation findings in eight chapters organised around the eight key evaluation questions of the evaluation in Section 2 to Section 9. These questions are listed above under evaluation questions and can be found with the indicators and judgement criteria in Annex G Evaluation Matrix.

96. In line with the UNESCO template for corporate evaluation reports, the main body of the report presents the findings at aggregate level with specific details and examples for illustrative purposes, while additional details and further evidence can be found in the individual country fiches and related annexes. The evaluation also resulted in the development of a tentative Theory of Change for the NET-MED Youth Project approach based on the intervention logic and the findings of the evaluation, which can be consulted in Annex H.

97. Chapter 10 presents the overall conclusions and Chapter 11 the recommendations to be considered for the design and implementation of any future similar initiatives. Chapter 12 provides a number of lessons learned that are applicable across a wider range of youth-relevant initiatives.

2. Relevance to global, regional and national priorities and to youth needs and aspirations

98. This chapter discusses Evaluation Question 1: To what extent are the Project's objectives and implemented actions relevant to global, regional and national priorities and to youth needs and aspirations?

Degree to which the Project integrates into the global, regional and national agendas

Alignment with UNESCO strategies and policies

99. The NET-MED Youth Project (NMY) made very good efforts to align with the UNESCO strategies and policies. The Project contributes to the Strategic Objectives (SO) of the UNESCO 2014-2017 Medium-Term Strategy (37 C/4), namely its Strategic Objectives 2, 3, 6, 7 and 9.²⁸

100. The contribution of NET-MED Youth to SO2²⁹ of the UNESCO 2014-2017 Mid-Term Strategy relates to the support provided to the beneficiary Member States "to ensure that environments, practices and processes foster the acquisition of relevant competencies necessary to tackle local and global challenges such as critical thinking, creativity, understanding the ethical dimension of human development and active responsible citizenship."³⁰ The activities in the Project seeking to building capacities of youth directly contribute to critical thinking, creativity and active responsible citizenship through the empowerment of youth and their active participation in media content, policy dialogue and democratic engagement.

101. The contribution of NET-MED Youth to SO3³¹ of the UNESCO 2014-2021 Mid-Term Strategy resides in the Project's Expected Result 4 and the policy dialogue regarding the education policies and programmes as well as the emphasis on

involving civil society in the development of the education agenda.

102. NET-MED Youth contributes to SO6³² of the UNESCO 2014-2021 Mid-Term Strategy through the building of enabling conditions for youth, including young women, to prosper, exercise rights and engage as responsible citizens and social actors. In essence, the Project aligns with SO6 through the contribution to all three axes of the UNESCO Operational Strategy on Youth (OSY) as described below.

103. The contribution to SO7³³ of the UNESCO 2014-2021 Medium Term Strategy lies in the inclusion of activities on heritage in NET-MED Youth in several countries and through regional events such as the conference on heritage organized in Tunis in December 2018.

104. NET-MED Youth directly aligns with SO9³⁴ of the UNESCO 2014-2021 Medium-Term Strategy through its Expected Result 3 activities on promoting freedom of expression, media development and access to information and knowledge for youth by providing them with capacities and awareness to become agent of the media scene and promote freedom of expression.

105. In terms of strategies, the Project aligns with the UNESCO Operational Strategy on Youth, mainly with Axis 1 – Policy formulation and review with the participation of youth, and Axis 3 – Civic engagement, democratic participation and social innovation. The NET-MED Youth project aligns with Axis 2 of the OSY at outcome level, and with target 1 as the aim to empower youth championed by NET-MED Youth is very much in line with the formulation of the Axis 2, namely capacity development for the transition to adulthood.³⁵

106. A link can be drawn between the interdisciplinary approach used by NET-MED Youth and the Theory of Change described in the Mid-Term Review of the OSY. In fact, they are both well aligned, and NMY is an appropriate illustration of the interdisciplinary internal synergies that are described in the OSY ToC.³⁶

107. Although programming of NET-MED Youth took place at the same time as the OSY was designed, making full alignment challenging, the way NET-MED Youth

²⁸ UNESCO Medium -Term Strategy 37 C/4 – 2014-2021.

²⁹ I.e. Empowering learners to be creative and responsible global citizens.

³⁰ Ibid., p. 19.

³¹ Advancing education for all (EFA) and shaping the future international education agenda.

³² Supporting inclusive social development, fostering intercultural dialogue for the rapprochement of cultures and promoting ethical principles.

³³ Protecting, promoting and transmitting heritage.

³⁴ Promoting freedom of expression, media development and access to information and knowledge.

³⁵ UNESCO, Operational Strategy on Youth, 2014-2021.

³⁶ UNESCO-IOS, 2018, [Mid-Term Review of the Operational Strategy on Youth](#).

was implemented and the internal synergies that could be observed among the various programmatic sectors (Social and Human Sciences, Communication and Information, Education) involved are in line with the expected outcomes of the OSY. This alignment is also an illustration of the long-standing experience of UNESCO in working with youth and enhancing youth engagement.

108. In view of this, and as confirmed in the mid-term Review of the OSY, NET-MED Youth is considered as a very good practice regarding the effective operationalization of the OSY.³⁷

109. The NET-MED Youth Project refers to an alignment with the UNESCO Strategy for Technical and Vocational Education and Training (2010-2015) in its project document.³⁸ This strategy is articulated around three core areas, namely the provision of upstream policy advice and related capacity development; conceptual clarification of skills development and improvement of monitoring; and acting as a clearinghouse and informing the global TVET debate.³⁹

110. The Project essentially aligns with core areas 1, 2 and 3 of the UNESCO 2010-15 TVET Strategy, in particular through the skills development activities under Expected Result 4.

111. The NET-MED Youth Project also referred to the Gender Equality Priority of the UNESCO Medium-Term Strategy in the NMY project document. The result framework of the Project includes the gender equality priority in its expected results.⁴⁰ Observations from the evaluation show that the implementation also embraced gender equality considerations as young women and girls have played a significant role in the Project in all its components, as actors, partners and beneficiaries. Women were largely represented in the events organised by the Project as well as among national coordinators. Gender equality was also mainstreamed and integrated in specific activities.⁴¹

112. The NET-MED Youth Project started before the 2030 Sustainable Development Agenda's adoption by the United Nations and as such it was not designed with the Sustainable Development Goals in mind. Nonetheless, NMY

contributed to the SDGs as a crosscutting issue notably with reference to SDGs 4, 5, 8, 11, 16 and 17, and was aligned with the SDG principle "no one left behind" and the inclusion agenda.

Alignment with EU strategies and policies for the region

113. The Project also contributed to the objectives of the EU Joint Communication "A partnership for democracy and shared prosperity with the Southern Mediterranean". NET-MED Youth contributed most notably to the third and fifth headings, namely "Democracy and Institution Building" and "Promoting Inclusive Economic Development". NET-MED Youth contributed fully to the democracy reinforcement aspects, especially through the development of the civil society and policy dialogue.

114. NET-MED Youth aligned strongly with and contributed to the objectives described in item 1 of the EU's European Neighbourhood Policy "A new response for a changing Neighbourhood". Item 1 relates to supporting progress towards deep democracy with a large alignment of NMY relating to supporting free media, development of civil society and support to youth employment and youth empowerment in the Southern Mediterranean.

Alignment with national policies

115. The evaluation found that the NET-MED Youth Project has actively sought to align with national policies and priorities to the largest possible extent where and when feasible. Country visits showed that it was especially the case in Algeria, Jordan, Lebanon, Morocco, Palestine and Tunisia.⁴² In Israel, the Project took a slightly different approach as it sought to align more to the aspiration of youth than with the national policies on youth. Then, the policy-makers took interest in the Project and sought to align the national policy.⁴³ In Libya, the alignment with national policies proved more challenging. The inception phase was designed locally as the political and societal environment drastically changed due to the political instability and internal conflict. The Project had to be partially managed from Tunisia, and, it emerged that the policies that the Project aimed to align with were not relevant to

³⁷ See for example the [Mid-Term Review of the Operational Strategy on Youth](#), p.40.

³⁸ The UNESCO TVET Strategy has been revised in 2016 for the period 2016-2021 and the Project is also aligned with the revised strategy.

³⁹ UNESCO, TVET Strategy 2010-2015.

⁴⁰ Expected Results 1 and 2 make explicit reference to women as a target group.

⁴¹ See chapter 7 on gender equality.

⁴² See country fiches on Algeria, Jordan, Lebanon, Palestine and Tunisia.

⁴³ See country fiche on Israel: "Over time and as a result of the level of integration of the project carrying organization in Israeli policy circles, [...], the Project has become interesting to policy makers and their priorities have come to cohere with those of the Project; for example, the focus on employment and skills forecasting and the 'youth-led' approach to assessing youth needs and establishing priorities taken in the working group process."

the national context anymore. The Project was then realigned towards peace-building activities in order to remain relevant to the national context.⁴⁴

116. This effort to align NMY with national policies was evidenced by the extensive consultations with the authorities to design and adapt the activities of the Project in each country.⁴⁵ The consultations with national stakeholders are documented and evidenced in the project inception report. Although no activities have taken place in Syria, Syrian refugees were included in the programme activities for Jordan and Lebanon.

117. The alignment to the national priorities and policies efforts made by UNESCO is commendable given the large variety of national contexts and priorities that required a great flexibility to match the result framework of the Project to all the national contexts and is as such a success of the Project. This was obviously the result of a trade-off and led to some compromises between full alignment to the national contexts and coherence of the result framework as, while maintaining a comparable result framework, some adjustments in interventions at output level had to be performed.

118. For instance, Activity 14 regarding youth-led communication campaigns aiming at improving the business and employment environment for youth was not implemented in Algeria, Libya, Morocco and Tunisia. Activity 3 has not been implemented in Algeria because it was deemed not relevant for Algeria and partially implemented in Libya and Palestine through the regional study on youth platforms. Activity 1 was only partially implemented through NET-MED Youth in Jordan to avoid duplication with activities conducted by UNFPA.⁴⁶

Degree to which the Project represents the needs and aspirations of youth

119. The expected results, outputs and activities of the Project were formulated in a project paper. The rationale and background section of this paper reference is a large body of studies and surveys produced by UNESCO, UNICEF, ILO, the European Union and other organisations, such as the European Training Foundation. The documents used include needs assessment reports from the Euromed IV project and studies on media, labour and policy.⁴⁷ The preliminary research conducted to design the Project was relevant to its objectives and the

expected results, and activities were defined on the basis of empirical evidence.

120. The country visits and interviews at country level provided a robust evidence base that the Project conducted large and in-depth consultations with the NET-MED Youth working groups in all countries and aligned the objectives and results of the Project to the youth aspirations of the given countries. This had led to the development of national action plans with the youth working groups that took into account the priorities and aspirations of youth.

121. The approach of the NET-MED Youth Project was also well reflected in the Mid-Term Review (MTR) of the OSY and was aligned with what the MTR calls a “UNESCO model of engagement with and contribution to the Youth sphere”. The four tenets of this approach are:⁴⁸

- the identification of activities based on strong familiarity with national and local needs, strong relations with national stakeholders, and the Organization’s inclusive approach to engaging with youth;
- the combination of UNESCO’s mandate, fields of expertise, convening power, networks to provide a comprehensive and well-founded response to youth needs, despite limited resources;
- meaningful youth engagement in youth-focused activities, where young people are also provided with capacity-development support to enable them to become true partners; and
- the use of innovative approaches and resources, including information technology (IT) tools and online platforms, to achieve strong results.

122. In Algeria, some youth respondents expressed the view that their aspirations were not taken sufficiently into account during the design phase of the Project as they felt some activities should have received more priority. This said, the approach taken in the country was necessary for the Project to get the buy-in from the Government, leading to some discontent among youth. During the implementation of the Project though, youth organisations recognised that their role has grown and that they can have an influence, and stressed the unique role of the NMY Project in this regard.

⁴⁴ See country fiche on Libya.

⁴⁵ NET-MED Youth Inception report, section III.

⁴⁶ NET-MED Youth Progress Report 4.

⁴⁷ NET-MED Youth project document.

⁴⁸ UNESCO-IOS, [Mid-Term Review of the Operational Strategy on Youth](#), 2019.

123. Some informants in Tunisia and Palestine voiced some criticism regarding the focus of ER4 activities, stating that the employment component did not sufficiently align with the needs of the youth in their respective countries regarding the prevalence of unemployment and the obstacles of youth to enter the labour market. It should be noted nonetheless that the activities on skills forecasting were implemented in both countries and a billboard and vox pop campaigns were carried out in Palestine.

124. The employment situation of youth in Tunisia and Palestine has also worsened since the inception of the Project with the youth unemployment rate in Palestine reaching 41 percent in 2017 with an increase of 10 percentage points in the previous 10 years and with an unemployment rate among young graduates reaching over 55 percent.⁴⁹ In Tunisia, youth unemployment started to rise again after a sharp decrease from 2012 to 2014. In 2017, the youth unemployment rate was above 36 percent.⁵⁰ This suggests that economic context is likely to contribute as a cause of the dissatisfaction regarding the lack of prominence of the employment component in the Project and not the project design itself. The magnitude of youth unemployment issues reaches well beyond the capabilities of a single intervention like NET-MED Youth. In addition, the intervention under ER4 was relatively small in scale compared to the magnitude of the problem and could add to the frustration of youth.

Relevance of the regional dimension in the evolving context of the region

125. The regional dimension of the Project and the alignment to the regional priorities is a topic of particular interest as it has constituted a challenge throughout the implementation. It emerged in fact that regional priorities and converging topics were difficult to identify for the youth participants.

126. The overall regional umbrella of the Project remained relevant as a series of regional events and studies were conducted and the regional interventions covered several modalities of intervention such as advocacy, capacity building or strategic planning.

127. In addition, the overarching intervention logic of the Project was followed in all the countries to the greatest extent possible with some adjustments depending on

the country context, as discussed above.

128. This said, the needs and progress of the Project led to fine-tuning the activities to find a common denominator to structure the regional exchanges and mobilization of youth.

129. To this end, the Project had moved towards a more sub-regional or clustered approach to take into account the reality of the Project in each country.

Conclusions

130. The NET-MED Youth Project was well aligned with the policies and strategies of UNESCO, notably the Medium-Term Strategy 37 C/4.

131. The NET-MED Youth Project represents very good practice in the rolling out of UNESCO's Operational Strategy on Youth.

132. The gender equality dimension and aspects of inclusion were actively incorporated in the Project. NET-MED Youth was aligned with the UNESCO TVET strategy.

133. The NET-MED Youth Project was well aligned with the priorities of the European Union.

134. At national level, the Project made considerable efforts across all countries to align to the largest possible extent with the aspirations of youth and with the existing national policies and strategies. In some instances, youth aspirations and youth strategies were not fully aligned, and the Project tried to balance both often favouring the aspirations of youth. There is limited evidence that the Project did not address or relate to the aspirations of youth and, in those instances, it could mostly be attributed to external and context factors rather than any management deficiencies within NET-MED Youth.

135. The regional dimension of the Project has represented a challenge throughout the implementation as the positive context following the Arab Spring did not yield the expected results regarding enhanced regional cooperation. The Project had to adapt to more of a multi-country project with regional events and results focused primarily at national level. This concern had been raised with the EU at the design

⁴⁹ Palestinian Central Bureau of Statistics, press release on the situation of the youth in the Palestinian society, 2018; http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_12-8-2018-youth-en.pdf

⁵⁰ Statista, <https://www.statista.com/statistics/813115/youth-unemployment-rate-in-tunisia/>

phase of the Project.

136. Evidence from across all countries visited show that the Project actively sought to incorporate the youth aspirations in its design and implementation. The evaluation concludes that the Project was aligned with and relevant to the youth aspirations and represented a new approach to youth engagement and empowerment in many countries. It therefore provides a basis on which to build further as youth were put at the centre of the Project, involved in the design and implementation, and contributing as actors, partners and beneficiaries.

3. Adequacy and efficient use of resources to meet objectives

137. This chapter discusses Evaluation Question 2: To what extent were the Project's resources adequately and efficiently used to meet objectives?

Human and financial resources of the NET-MED Youth Project

138. The Project had a common structure across all the countries with one national coordinator in charge of its implementation at national level. In Palestine, the Project had two national coordinators, one in the West Bank and one in Gaza. In some countries (Israel, Jordan, Tunisia) project assistants were recruited to assist with the implementation of the Project. In Algeria, from 2017 onward, a consulting company was recruited to provide technical support and they assisted the national coordinator in implementing the Project due to high workload and the absence of a UNESCO field office in the country (although a project antenna was set up in Algeria).⁵¹

139. The national coordinators were usually located at the UNESCO field office, apart from Israel where UNESCO does not have a field office, and, in the case of Algeria, at the premises of UNICEF and then UNFPA. The UNESCO field offices were also supporting the national coordinators with the administration and logistics of the Project. This is one of the reasons why the company contracted in Algeria supported the national coordinator beyond their technical support as the absence of a field office would not allow for inland direct support with logistics.⁵² The administrative and financial support were performed by the regional office of UNESCO in Rabat.

140. In Libya, further to the evacuation of all international UN staff to Tunis, the national coordinator was initially supported remotely by the antenna office in Tunis in 2014 and, after the closure of the antenna, the UNESCO Regional Office in Cairo took over support to Libya. In the country, an international NGO, ACTED, was contracted to implement the logistics of the Project as they had field presence in the whole country. This function was later taken over by UNFPA as the agenda of both UNESCO and UNFPA in Libya were aligned and convergent.⁵³

141. The national coordinator in Jordan and in Lebanon left the Project in July 2017

and in early 2018 respectively with a reported loss of institutional memory for the Project in these countries.

142. The programme staff in the UNESCO field offices supported the Project in the implementation of the activities of the Expected Result related to their respective Sector, Social and Human Sciences, Communication and Information, or Education.

143. In addition to the country-based staff, the Project also involved UNESCO staff at HQ from the different Sectors (i.e. from the SHS Sector, Youth and Sport Section, the CI Sector, Freedom of Expression Section, and the ED Sector, Youth, Literacy and Skills Development Section) that backstopped the country staff, supervised studies and research, were in charge of the Project's overall visibility activities, and responsible for overall coordination and management including reporting to the EU. HQ staff were also organising the regional and transversal activities of the Project.

144. The Project Coordination Team included three regional coordinators and one communication and visibility officer at P grades, and 1 project assistant, all recruited on the Project. The Project was supported by an administrative staff at G grade. The Coordination Team also included one project manager and another member who are UNESCO Staff.

145. Finally, the Project also contracted external consultants to perform some of the highly specialized tasks for activities such as the skills forecasting model development.

146. The evaluation did not have access to nor did review financial data from the Project for the drafting of this report. The assessment of the use of the Project's resources is based solely on the data gathered from respondents during country visits.

147. It emerged from the interviews at HQ level that the budget for each country was equal and did not reflect the volume of interventions planned under the four Expected Results. In some countries the budget was reported to be limited in regard to the planned activities (Morocco, Palestine, Tunisia); in other countries such as Israel, Lebanon or Libya, the respondents mentioned that the budget was sufficient for the action plan but better impact and sustainability could have been achieved had they had more budget.

148. In relation to the achievement of the Project, the activities foreseen in the result

⁵¹ Country fiches and interviews at country level and programme level.

⁵² Confirmed by interviews at country level.

⁵³ Confirmed by interviews at country level and information provided by project staff.

framework have been covered (see EQ4) and there was no evidence available to the evaluation to conclude that the financial resources were not adequate.

Conclusions

149. Based on the qualitative data at the disposal of the evaluation, it is possible to say that there was no evidence of an inefficient use of resources at country level as all countries could implement their activities satisfactorily with what was reported as limited or barely sufficient budgets.

150. The use of the human resources was judged to be efficient, however several reports from the country visits made an account of intensive workloads for national coordinators and relatively equal allocation of resources despite diverse programmes of activities and logistic constraints in implementation.

4. Adequacy of management structures, working methods, and internal coordination mechanisms

151. This chapter discusses Evaluation Question 3: To what extent did management structures, working methods, and internal coordination mechanisms influence the overall effectiveness of the Project?

152. The Project was organised in a largely similar way in all the covered countries. The national coordinators were reporting to the programme specialists and directors in country. They reported to the regional coordinators at HQ who, in turn, report to the project manager. Earmarked funding as per the budget approved by the donor was decentralized to concerned UNESCO Field Offices for implementation at country level. As mentioned in Evaluation Question (EQ) 2, the national coordinators were located in the UNESCO field offices apart from the national coordinator in Algeria (who was located at UNICEF or UNFPA in the absence of a field office and was supervised by the cluster office in Rabat) and Libya. As regards the coordinators in Israel, they were initially located at the premises of a University and then at an NGO.⁵⁴

153. The main counterparts at national level were the line ministries responsible for youth, usually Ministries of Youth and Sports (MoYS) or in the case of Palestine, the High Council on Youth in the West Bank and the Ministry of Youth and Sports in Gaza. The Project also worked closely with the line ministries responsible for labour,⁵⁵ education and higher education. In Libya, the Project engaged with the national counterpart in the design phase. Since the start of internal conflict, it engaged with national authorities on certain activities, including the Ministry of Planning and the National Economic and Social Development Board. In addition, the Project also engaged with the ministries responsible for labour, employment and skills development such as the Ministry of Labour, the High Commissioner of the Plan (Morocco),

154. The Project also engaged with the National Commissions for UNESCO in all the countries. In Libya the communication was concentrated towards the Permanent

Delegation of Libya to UNESCO. The Project also engaged with the Delegations of the European Union but the cooperation with the Delegations was uneven across countries.

155. In Algeria, the Project worked with the Algerian National Commission for UNESCO as well as with the MoYS, as the Project's national counterpart through which access was made possible to other ministries, youth organisations, the national media (TV, radio), consultants and consulting companies providing training and facilitation services.⁵⁶

156. In Israel, the carrier organization was Collot Ba Negev, based in Sapir University with a location in the Southern city of Sderot. The project worked with Shatil for specific purposes (e.g. preparing policy positions), the CSO ANU (media training cycle), as well as several consultants. A significant support was also provided by Israel National Commission for UNESCO.

157. In Jordan the project worked with MoY/MoYC, Ministry of Planning and International Cooperation (MoPIC), large youth organisations coalitions such as Princess Basma Youth Resource Centre and Leaders of Tomorrow, youth organizations coalition, JOHUD, UNDP, UNFPA, consultancy firms and consultants and the local EU Delegation.

158. In Lebanon, although no formalised partnerships were developed with MoYS or the Parliament⁵⁷, NET-MED Youth Lebanon was part of the Youth Task Force, alongside other international organisations, and contributed to policy recommendations, notably the development of the National Youth Policy Action Plan.

159. In Morocco, the Project worked with the Ministry of Youth and Sports, the Ministry of Labour, the Haute Autorité pour la Communication Audiovisuelle (HACA), with the *Conseil National des droits de l'Homme* (National Council for Human Rights) and the National School of Information and Communication (ISIC). The project also developed a good cooperation with the EU Delegation.

160. In Palestine, the Project worked with the High Council on Youth, the Ministry of Labour, the Ministry of Education and the Ministry of Higher Education, Ministry of Culture, the Ministry of Woman's Affairs, the EU Delegation, UNICEF, UNDP, GIZ

⁵⁴ Confirmed by project documents and interviews.

⁵⁵ In the case of Tunisia, the Project engaged with the Observatoire National des Emplois et des Qualifications or the Haut Commissariat au Plan in Morocco.

⁵⁶ See country fiches for more details at country level.

⁵⁷ Nonetheless, MoYS assigned a focal point to the NMY project steering committee.

and the National Commission for UNESCO.

161. In Tunisia, the Project worked with MoYS, the National Observatory of Youth, *Observatoire National des Emplois et des Qualifications* (MoE), youth organisations, training service providers and consultants providing for instance media monitoring training, experts working on the forecasting model managed by UNESCO Paris, UN agencies and the EU Delegation as well as other donors and entities, such as the media.

162. The reporting and supervision structures were clear and implemented as designed⁵⁸. Some informants reported an overload of supervision layers especially in Morocco and Algeria, but no evidence allowed to conclude that it negatively affected the effectiveness of the Project in delivering its expected results.⁵⁹ This said, interviews at country level showed that the reporting duties of the national coordinators were time consuming given the number of interventions implemented by the Project.

163. The contribution of the various stakeholders to the Project appeared to be well defined and implemented as there was no evidence from the country visits that any stakeholder voiced dissatisfaction in the cooperation with the Project.

164. The alignment of the Project to the youth aspirations and national priorities described in EQ1 ensured that, in line with the original intervention logic, the inter-sectoral priorities were complementary during the implementation of the Project. Nonetheless, based on interviews at country level more complementarity and synergies could have been achieved.

165. In terms of visibility and communication, the UNESCO HQ units were in charge of the Project's visibility activities and the youth organisations contributed to the visibility and communication contents at national level with the support of the national coordinator. The project visibility was understood to be in line with the objectives of the Project and its communication strategy and objectives. The NET-MED Youth brand has gathered recognition among the youth organisations in the participating countries.

166. The implementation structure of the Project on UNESCOs' side was not

mirrored by the governance structure on the European Union's side as the Project was followed and carried by the European Commission (EC) in Brussels while the EC Delegations in the project countries had no direct governance functions at that level. This led to various degrees of in-country cooperation between the Project and the EU Delegations.⁶⁰

Conclusions

167. The Project has operated with an adequate management structure as the implementation was taking place without noticeable difficulties apart from a relative stretching of the human resources capacities in some countries where the programme of activities was reported as being heavier and where the logistics were more difficult although it did not negatively affect the implementation.

168. The distribution of roles and responsibilities also appeared to be adequate and was followed throughout the Project's implementation. This said, a small caveat must be made regarding some reports of heavy reporting duties and supervision layers. This is supported by evidence from interviews but was not reflected in any lack of effectiveness.

169. The reporting system used appeared to be cumbersome given the large amount of outputs and activities to report on from eight countries⁶¹. Reporting activities took a substantial amount of the time of national coordinators, aside from their networking and operational tasks. Documenting activities implemented to this scale was challenging and standard management models in the UN such as the RBM do not provide the most adequate tools to reduce the time assigned to these necessary but time-consuming tasks.

⁵⁸ It is to be noted that the reporting system and management structures reflect the approach and system in place at UNESCO at the time of the project design in 2014, before the RBM approach as applied at UNESCO was further aligned with that of the UN system and RBM good practices.

⁵⁹ Project documents and interviews.

⁶⁰ According to interviews at country level.

⁶¹ See footnote 59.

5. Achievement of Results

170. This chapter discusses Evaluation Question 4: What progress has been made in achieving the project's four planned results and what factors are positively and negatively influencing the process

Degree to which the Project's results have been achieved/are likely to be achieved

Project design and matrix of results

171. The overall objective of the NET-MED Youth Project was to improve the access and effective participation of youth in developing and implementing national strategies and policies affecting young women and men in ENP South countries.⁶²

172. The project was organised around four expected results that were further broken down into 14 activities and 32 outputs/deliverables. The result framework of the project can be summarised as follows:⁶³

- Expected result 1 - Inclusive, transparent, gender- and disability-sensitive and proactive youth networks are supported and operating for a systematic and structured mobilization of youth around common themes and challenges - is broken down into three activities with respectively one, four and two outputs/deliverables for a total of seven outputs/deliverables.
- Expected result 2 - Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies - is broken down into three activities of two outputs/deliverables each for a total of six.
- Expected result 3 - A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of national youth vis-à-vis policies and programmes across various Sectors - is broken down into five activities with respectively three, four, two, three and one

outputs/deliverables for a total of 13.

- Expected result 4 - A watchdog role is played by youth organisms for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development and labour market transitions needs, especially those that are geared towards employment and business establishment. - is broken down into three activities of two outputs/deliverables for a total of six.

173. Expected result 3 is the one with the largest number of activities and outputs and deliverables.

174. The results framework of the project is the basis of the intervention in all the beneficiary countries as well as for the regional interventions. In addition to the expected results, activities and output/deliverables, the result framework designed for the project document contains indicators and target values for each output as well as specified means of verification. The result framework is logical, and the indicators are in line with objectives and expected results.

175. The progress reports provide a detailed account of the progress of the project and the current state of the achievements for each indicator. However, the progress reported in Annex A of the Progress Report 4 does not always fully align with the indicators and the targets. For example, indicator PI.3 at the level of the ER1 measures the number of visits to the online platform with a target set at 1000 visits per month. On the other hand, the progress recorded to justify the achievement reports the number of followers on the project's Facebook page. Although the achievement does relate to the output, it does not directly inform the indicator selected.

176. Another example concerns the indicator PI 2 of output 1.6 under activity 3 that measures the level of awareness about the portal and its different features with a target set at "70 percent of regional youth organizations being aware of the portal, 100 percent cross-linking⁶⁴ and at least 500 news articles with 40 percent year-on-year growth".⁶⁵ The progress recorded only mentions the availability of the project's website and qualitative information about the content of the website. No quantitative

⁶² NET-MED Youth project document.

⁶³ See Annex B. Programme description for the complete list of expected results, activities and outputs/deliverables of the Project.

⁶⁴ Cross-linking refers to hypertext links leading to a content where the original content is referenced back in return.

⁶⁵ The indicators are extracted from the result matrix of the Project.

information is provided to inform whether the target regarding the level of its awareness is met.

177. These minor inconsistencies are not significant *per se* but they show that some of the indicators defined in the inception phase were either not revised during the project implementation, difficult to measure, or the necessary resources for their measurement were not adequately foreseen.⁶⁶ The second example also shows that the target would actually be informed by three indicators. The number of news articles published and the growth of the publication are also rather a measure of the activity of the contributor (i.e. making information available) than of the awareness of the portal among youth.

178. The definition of simpler indicators – or of proxy indicators – with one target measure per indicator would allow for an easier monitoring and reporting of the progress of the project.⁶⁷ It is also understood that the project has implemented a large number of activities and interventions and that the definition of precise and coherent indicators for all interventions is not easy. This should rather be seen as an area where there is a potential for improvement.

179. In the absence of a theory of change⁶⁸ for the project, the pathways to results and the causal relationships are not made sufficiently explicit to allow to measure the potential impact. The evaluation has attempted to reconstruct a theory of change based on the observed results and pathways. The theory of change can be found in Annex H.

Achievements and challenges of the project

180. The project has a very good rate of completion of its expected results and activities. This section provides an overview of the achievements by activities and by country. Details can be found in the Annex A and B of the Progress Report 4.

181. Activity 1 on youth organization directories has been completed in seven of the eight countries where the project has been implemented. The only country where this activity was not implemented is Jordan as the activity was already implemented by UNFPA. This said, UNESCO has still contributed, through the project, to the

validation of terms of reference of experts' interventions launched by sister UN entities in the country. A regional study capitalizing on all mappings and qualitative studies has been performed.

182. Activity 2 on the establishment of youth networks has been completed in all countries. Youth networks have been established in all countries, working groups have been operating and met regularly for the implementation of the action plan. In addition, coordination and strategic workshops have been organized at regional level, including kick-off and closing events.

183. Activity 3 on youth online platforms has been completed in five countries (Israel, Jordan, Lebanon, Morocco and Tunisia). It has been partially covered by a regional intervention in Libya and Palestine and was not implemented in Algeria as it was deemed not relevant. At project level a regional benchmarking of the 15 most popular youth online platforms has been performed.

184. In summary, Expected Result 1, grouping activities 1 to 3, has been implemented satisfactorily as the activities have been completed with one exception for Algeria. This is also supported by the interviews during the field visits. The targets set out in the result matrix at the outcome level have also been met based on the evidence available.⁶⁹

185. Activity 4 on the production of studies on youth organisations and youth issues at country level has been completed in all countries and a regional comparative study has been produced.

186. Activity 5 on capacity development of youth organization has been completed in all countries. Capacity building has been contextualized and based on the needs of youth. At regional level, capacity-building cycles have been organized focusing on gender mainstreaming, gender-based violence and protection of endangered heritage.

187. Activity 6 on the formulation of and advocacy on policy provision and action plans have been implemented in all countries apart from Algeria. At regional level, factsheets and synthesis reports have been produced and a regional seminar was

⁶⁶ The result framework is close in its design and philosophy to a logframe. The European Commission Directorate General for International Cooperation and Development recommends to update the project logframe during the implementation of a project. https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en.pdf

⁶⁷ Indicators at outcome level based on a theory of change are also a useful addition for the

monitoring of results.

⁶⁸ A theory of change is a tool to depict a representation of *how* a development intervention is expected to lead to desired results, i.e. by identifying and validating the pathway to change linking inputs and activities to outputs, outcomes and to the impacts, identifying underlying assumptions and risks, as well as enabling factors and obstacles.

⁶⁹ Progress reports, country fiches and programme level interviews.

organized.

188. In summary, Expected Result 2 has been successfully implemented in all countries apart from the policy provision and advocacy in Algeria due to the political context.

189. Activity 7 on capacity building to monitor the coverage of youth news, rights, achievements, perspectives and their representation in mainstream media has been successfully implemented in all countries apart from Libya where it was not seen as a priority and other lines of interventions were preferred. Sub-regional media monitoring training has been organized and a media monitoring report has been produced.

190. Activity 8 on the outreach strategy to encourage mainstream media to become more supportive of youth perspectives has been implemented in seven countries. In Libya, the activity was adapted to online platform and social media and not in mainstream media. Activity 8 has also seen a number of regional and sub-regional events such as the youth and media planning meeting for the Maghreb cluster working groups, outreach campaigns for the international media days and cooperation with other EU-funded projects such as the EU4Youth programme and MedMedia project.

191. Activity 9 on fostering the media information literacy, freedom of expression and media production skills has been implemented in seven countries. Libya had to take a different approach for this activity and it was tackled through micro-projects and forum discussions on freedom of expression and the role of media in conflict situations. This activity also included interventions at sub-regional and regional level such as online courses on Media and Information Literacy (MIL), mapping of MIL efforts, the Arab States MIL week and MIL radio that was set up for the occasion.

192. Activity 10 on the enhancement of professional capacities among young journalists, bloggers and citizen journalists has been successfully implemented in all countries and an online course for Arab digital journalists, a training for youth journalists to report climate change and sustainable development during COP22 and capacity building to cover issues related to MIL were provided at regional/sub-regional level.

193. Activity 11 on the strengthening of South-South- and North-South interactions and exchange between youth organisations, young journalists, bloggers and citizen journalists has been successfully implemented at regional level (it is not a country-based activity) and over 30 events involving more than 260 NET-MED Youth

participants were facilitated. Collaboration with other EU funded programmes was facilitated too.

194. Expected Result 3, regrouping all these activities, has been effectively implemented in all countries except from Libya where it was repurposed and adapted to the conflict situation of the country and dealt more with peace-building and freedom of expression in a conflict context.

195. Activity 12 on the production of comprehensive national diagnoses of barriers to work for youth and projections regarding future skills needs has been implemented in all countries and only partially in Libya where the political situation and the absence of reliable data would not allow this activity to be successfully implemented. In Libya, only an assessment study of the life skills of high school students in Sirte and Misurata was conducted in cooperation with UNFPA.

196. Activity 13 on the capacity development of youth organizations to increase their participation in the governance of skills development systems has been successfully implemented in all countries. The approach in Libya was slightly different than for other countries due to the context of the country.

197. Activity 14 on regional and national youth led communication campaigns aiming at improving the business employment environment for youth has been conducted only in four countries. The outputs for this activity were also different depending on the country. For instance, Israel produced policy papers and communication material that were disseminated by young people of the NMY working group. In Jordan, the youth employment was a recurring theme of the outreach activities in the county. In Lebanon, toolkits were developed and capacity development delivered and in Palestine billboards were displayed and a radio broadcast 'vox pop' spots and debate on youth employability were aired. The activity was not implemented in the Maghreb countries and in Libya. At regional level, youth employment was one of the overarching themes of the #BuildTomorrow Young Mediterranean Superheroes communication campaign.

198. Expected Result 4 was implemented with a slightly lesser coverage than the other expected results due to Activity 14 being implemented only in half the beneficiary countries.

199. At regional level, the project has produced five studies (youth online engagement, youth organizations and policies, synthesis of youth policies in 5 Arab countries, exchange on policies and practice, academic dialogue on research on youth). It has also produced knowledge on young women and men's representation

in the media in southern Mediterranean countries through desk review and workshops and a cross-country report on skills forecasting approaches.⁷⁰

200. The Project has assisted the development of platforms to advance dialogues between civil society organisations and youth stakeholders. In this regard, eight events or interventions have been implemented. In addition, four interventions have been implemented on policies and research capacities on youth policies with the participation of the NET-MED Youth working groups.

201. The Project has implemented several outreach and dialogue interventions with media actors and interventions to strengthen media and information literacy capacities. It has also strengthened youth-led community media and skills of young journalists, citizen journalists and bloggers.

202. NET-MED Youth has also ensured the presence on youth from the region at global events such as the Global Forum on Youth Policy in Baku in 2014, conference on skills and TVET in China (2017) and Abu Dhabi (2017) and several media-focused events.

203. NET-MED Youth, in addition to the intervention in its result framework at country and regional level, also had an important communication and visibility component for the Project itself support by its communication strategy. The first result of the communication and visibility component is the branding of the Project with the design of a project visual identity with a project logo.

204. The Project has also created a bespoke website outside of the UNESCO website in 2016, following the project visual identity and reporting on the activities and progress of the Project. The Project has also generated a large body of photos and video consisting of over 5,000 photos and 85 videos telling the stories of the young people involved in and benefitting from the Project. The videos are available through the Project YouTube playlist on the UNESCO channel with over 40,000 views.⁷¹

205. The Project is visible on Facebook, Twitter and Instagram. The Facebook page of the Project has over 12,000 followers.

206. Finally, the Project has generated over 500 press articles and implemented

media campaign, such as the #BuildTomorrow campaign and the Writers and Artists of NET-MED Youth initiative.

207. The Project has also faced challenges in its implementation, some common to most of the countries where it has been carried-out, some more specific to countries or groups of countries and related to the national context.

208. The most common challenge faced by the Project is related to the difficult political environments either in the fact that youth is not a political priority, that the governance structures in charge of youth are weak politically or lack capacities to take over the continuation of the project activities. The Project had to engage in extensive policy dialogue to push forward the youth agenda.

209. Another significant challenge faced by the Project is related to its regional dimension. As discussed in EQ1, the Project was designed as a regional project but soon had to revert to a multi-country approach focusing on the needs at national level as the needs and aspirations, as well as context were widely different from country to country. The Project has carried out activities at regional level such as events or studies but the networking at regional level as well as the exchange of practice and knowledge among youth appears to have lacked traction.

210. Conflicts and their consequences were also a significant challenge for the Project, especially in Libya, in Palestine with, in Lebanon and Jordan.

211. The broad scope of the Project also proved challenging as the number of activities to implement was significant for all countries involved and the human resources involved were stretched, as described in EQ3 above. In some countries, informants have mentioned that some activities have, to their opinion, been insufficiently pursued such as activities on access to the labour market under ER4 and would have preferred more focus, even though their emerging aspirations would be outside the scope of the Project.⁷²

212. The duration of the Project is also a challenge as it aims at delivering outcomes that can only be measured in the medium to long-term. Capacity building is intrinsically a long-term endeavour although quicker results could be observed with the youth involved, replication of the model and further capacity building will require

⁷⁰ Project progress and final report.

⁷¹ https://www.youtube.com/watch?v=3jQK6Fpwn_Y&list=PLWuYED1WVJIMb5G40KGYcE-Lw7VB3jQO5.

⁷² This statement is made while acknowledging that the youth have been involved in the design of the activities and signals a possible change in their priorities over the life-time of the project.

more time than that of the Project. Similarly, a change in culture to anchor the voice of youth in the media and policy is a long-term outcome that will require continued efforts beyond the life-time of the Project.

213. Based on the documentary review and the interviews carried out in country, the evaluation concludes that the Project has achieved its expected results to a large extent and that activities not implemented were more the result and consequence of an unfavourable national context than shortcomings in the project design or implementation. Even in countries where the context presents challenges, the Project has managed to deliver results and adapted to the national context.

Delivery modalities

214. The modalities of delivery of the Project were diverse as shown in the description of the activities. They can be summarised in five main types of modalities:

- Facilitation of networking;
- Capacity building;
- Advocacy and policy dialogue;
- Studies and research;
- Outreach and communication;
- Peer learning and knowledge sharing.

215. In line with the consultations in-country and the results of the focus groups held in country and in Brussels, the modalities of intervention that the beneficiaries identified the most with were the networking and capacity building interventions, regardless of the topic, media literacy, policy dialogue, awareness raising.

216. The advocacy activities were mainly used for policy dialogue and for awareness raising of youth issues in the media both traditional and digital.

217. Studies and research have supported the delivery of certain activities but have been mostly used to take stock and produce knowledge regarding the achievements of the Project. Notable examples are the production of the Regional Synthesis

Report on Skills Forecasting in the Mediterranean Region, the Youth in the Media monitoring report, the Synthesis of the Regional Review of Youth Policies in 5 Arab countries and the CELAT “Engage online” report.⁷³

218. Outreach and communication have been supported by the NET-MED Youth Communication and Visibility Strategy and have been both a delivery modality and a transversal tool for the visibility of the Project itself.

219. The modalities of delivery used by the Project appear to be coherent with the activities and expected results and stakeholders considered them adequate for the Project. Knowledge management and South-South- cooperation could also be noted as modalities of delivery mostly at regional events. Indeed, the regional events allowed participants to meet and exchange information and experience. The production of studies and research can also be seen as knowledge management but when asked about their awareness of the studies produced by the Project, respondents were generally not as aware as they were of capacity building and networking activities.

Stakeholder’s view on the main successes of the Project

220. In all visited countries, respondents from youth organisations have stressed that the Project has achieved significant to very significant results. In some countries, the respondents have especially highlighted the results in ER1 and ER3 as being the most relevant to them (Algeria) or ER2 and ER3 and ER4 (Tunisia). In Israel, Jordan, Lebanon, and Morocco, no particular ER has been pointed out as being more relevant. In Libya, the majority of the activities were implemented under ER1 and ER2. This is not to say that other ERs did not have activities implemented there, as shown above, it pertains more to the intensity of the activities being more in ER1 and ER2.

221. Many respondents stressed that the activities of the Project had been new to them and were welcome as an inspiration for the future. They also indicated that the capacity development received was helpful, especially at personal level. Capacity development is recognised in the OSY as a potential multiplier effect as it supports youth to take initiative for their own development but also encourages them to spread their knowledge further to other young people. The capacity development at institutional level is more difficult to assess as developing capacities of institutions

as it is a joint UN product.

⁷³ The reports were published with the NET-MED Youth logo on the cover page while the Synthesis of the Regional Review of Youth Policies in 5 Arab countries referred to NET-MED Youth as the driver for the reports, but the project logo did not appear on the publication

require time and, in most cases, even a cultural change in the management approach. During the focus group at the closing event, there has been indications that this change in culture is starting to happen for some of the participants as they expressed that “we have realised that we can help ourselves and the Project has shown us that we can achieve our own results”.⁷⁴

222. During the focus group in Brussels, the participants have also highlighted that the outcomes they valued the most were the opportunity to engage with people outside their existing network, to develop their existing network, to get awareness about the situation of youth in other countries and the skills they have acquired. This supports the finding that the modalities of intervention preferred by youth leaders were networking activities and capacity building.

223. The focus group has also shown that the youth leaders have valued the increased visibility and attention that their communities’ specific issues have received.⁷⁵

224. Most of the participants also mentioned that their ownership grew over the timeframe of the Project; some have expressed that they were in lead from the beginning of the Project and one said he/she was only involved in activities prepared by the Project without being involved in the decision-making process.

225. Finally, participants to the focus group mentioned that the umbrella of UNESCO and the EU and the NET-MED Youth “brand” has provided credibility to the interventions carried out by youth that they would never have without NET-MED Youth. They also stressed that the Project was the first they have participated in where they had the feeling the root causes of youth related issues have been taken into account and that the Project did not simply “go with the flow” and was not afraid to take innovative approaches.

226. From the perspective of the interviewed representatives of authorities the results of the Project were perceived as satisfactory. With the aim to strengthen institutional capacities at national level, the Project aimed at involving local experts together with the international experts where and when possible. However, in few exceptional cases some national stakeholders indicated some dissatisfaction as

they would have preferred stronger or more exclusive involvement of national experts, for example regarding the implementation of the skills forecasting model which in few cases was developed by foreign experts and was found not elaborate enough⁷⁶. It is worth mentioning that it is a subjective assessment of the achievement that needs to be put in perspective in relation to the resources available, the expectations of the stakeholders and the quality and availability of data. Development partners have also expressed their satisfaction with the achievement of the Project.

227. Several respondents mentioned that the results and even more the interventions and activities at regional level should be strengthened. It appears that many participants from youth organisations felt a bit distant from the activities at regional level apart from the seminars and workshop they were involved in. They mentioned that more strategic level intervention involving youth should be implemented in the future.

228. In summary, the youth organisations saw the networking, media awareness, capacity building and policy dialogue as good achievements, and their views were widely supported by the other stakeholders.

Some success stories⁷⁷

229. In Algeria, the Project has achieved to push the youth agenda forward with the authorities and the media and youth organisations and youth representatives have been recognised as valuable members of the civil society and are invited to speak on TV and are consulted by the Ministry of Youth and Sports.

230. In Israel, one of the major successes of the Project has been to side with youth, to align with their aspirations and to bring the policy makers to align with the vision of the Project driven by the young participants. The selection of young people representative of their communities rather than the established champions of the youth cause has also been mentioned as a great success in that it gained traction with the youth community and legitimacy.

231. In Jordan, the Project collaborated with the Luminus Group to establish a unique creative media incubator in the Middle East aiming at providing opportunities

⁷⁴ Focus group of French speaking participants, Brussels, November 2018.

⁷⁵ Also highlighted in the OSY review, which identified the higher consideration of youth and youth organizations among their communities on the basis of their engagement in NMY activities as impacts of the NMY project that went far beyond of what was envisaged and measured. see [OSY Review](#), Lebanon field mission report.

⁷⁶ As was the case in Jordan, where an international team of specialized experts (via Warwick Institute for Employment Research, Cambridge Econometrics and CIDE) were selected as the results of the bidding process.

⁷⁷ The success stories presented here are a selection based on the interviews at country level.

for 20 (12 males and 8 females) creative media talents in Jordan during its first year of existence, who benefited from this enabling space in order to refine their ideas, interact with industry professionals, be mentored and develop innovative start-up businesses. At least 5 media companies were officially registered as a result of the initiative; at least 50% of the products tackled youth issues.

232. In Lebanon, one of the Project's main achievements was the ability to bring together a substantial number of young people (2000) and youth organisations (over 150) for the purpose of engaging with youth policy and youth participation. The Project's regional coverage, dividing the country into seven regions and the ability to involve young people of all major religious groups and ethnic/cultural groups in Lebanon, including Syrian and Palestinian refugees, is particularly worth noting. The Project had a significant outreach to grass-root groups across the country through the local youth and community centres.⁷⁸

233. In Libya, according to informants, the mere fact that NMY has implemented activities in the country given the context is already a great result and the Project enabled interventions from other UN Agencies to take place what would not have been possible without NET-MED Youth. One of the major achievements of NMY in Libya is the setting up of the network of youth organisations, the support of the work on a National Youth Strategy and the fact that youth organisations have participated in the review of the Constitution to assess the inclusion of youth issues in the text. A rather unintended effect of the Project can be summarised by a quote from a respondent "NET-MED Youth provided the youth of Libya with a third option. We did no longer have the choice only between militia and resignation, there was the possibility to engage" and another one saying "I thought my youth would be stolen by the conflict, NET-MED Youth gave me a reason to dream again, youth is the time when it's allowed to dream".⁷⁹

234. In Morocco, the Project has experimented with the development of local youth action plans by putting together municipalities and NGOs after toolkits were developed for a better understanding of local governance. This has led to the development of small-scales projects in five municipalities where youth could apply their new skills.

235. In Palestine, the main success of the Project was to have managed to bring the youth from Gaza and from the West Bank together despite the mobility challenges. The situation was still far from ideal and according to respondents, NMY is of the few projects that actually manage to be implemented in the West-Bank and Gaza. The Project also initiated the development of a policy paper involving youth that was recognised and pushed forward by the authorities. Another achievement worth noting is the fact that the Project managed to engage a large number of youth organization without offering a proper funding and in engaging them in media and policy activities, two areas where youth were generally not engaging before. There was also a good cooperation between the Project, the youth beneficiaries, the authorities and the development partners despite all the challenges that the Project and the country face.

236. In Tunisia, there was an agreement among consulted stakeholders that the themes carried by the Project (youth empowerment, freedom of speech, policy dialogue on youth agenda, skills development) distinguished the Project from other initiatives targeting youth. According to the EU Delegation, the themes addressed by NMY were relevant and different than traditional topics associated with youth and the Project benefited targeted youth organisations.⁸⁰

Key enablers and bottlenecks

Enablers

237. The present section will describe the enablers that have been identified in several countries and can be seen as a common trend in the Project. For country specific enablers, please refer to the country fiches in Annex I.

238. The first and probably major enabler identified in all countries is the commitment of the youth participants in the activities of the Project. All the evaluators have highlighted the enthusiasm that the youth have demonstrated in participating in the Project. Most of the participants, especially in the NET-MED Youth working groups were deeply committed and dedicated to the Project as well as qualified and recognised as such by their peers. It could be said that they might not represent the majority of the youth in their countries,⁸¹ but they make for good representatives of the youth in the Project. This enabler is valid for all the types of

background and civic engagement and it could represent a risk in terms of representativeness for the Project.

⁷⁸ Country fiche for Lebanon.

⁷⁹ Interviews with informants in Libya.

⁸⁰ Country fiche for Tunisia.

⁸¹ Several participants can be identified as belonging to the "elite" in terms of education, social

actions as the engagement of youth is required for all the activities driven by youth.

239. The second enabler of the Project was the reputation and perception of neutrality of UNESCO among the respondents of many of the countries. UNESCO itself and the National Commissions for UNESCO have been seen as enablers in their ability to convene several partners and stakeholders together. UNESCO and its holistic mandate and respectability has enabled youth to identify to a greater good and also gave authorities the confidence that the Project would deliver its results. The reputation of UNESCO and its convening power, together with that of the National Commissions for UNESCO and that of the development partners associated with the Project, mainly the EU Delegations, were especially relevant in the building of networks, youth working groups and for the relation with the authorities. The publication of studies and results under UNESCO also provides a label of quality to all the publications of the Project.

240. The participatory approach of the Project in its design and implementation has also been mentioned as an enabler for the success of the Project highlighted by its flexible approach to incorporate the youth aspirations and align with the policy priorities of the governments. This success factor is also relevant for all the types of actions as it increases the relevance and effectiveness of the interventions as well as the level of ownership and commitment.

241. An example of the flexible approach of the Project is the addition of topics such as the prevention of violent extremism, peace-building or protection of cultural heritage that were not originally foreseen.

Bottlenecks

242. The most commonly reported bottleneck from the interviews is the large scope of the Project in terms of activities for the available resources. It did not prevent results to be achieved but there was a widespread perception that with some more resources or more focus, further results could have been achieved in some areas that were of particular interest for the participants.⁸² The resources available would also often prevent to organise action at more local level outside of the urban areas and capitals.

243. The timeframe of the Project was also mentioned as a bottleneck but in a more intricate way. The Project was reported as 'short' by numerous beneficiaries in the sense that the institutionalisation of the results would require a longer timeframe.

This is mainly true as the institutionalisation of the results would fall under the longer-term impact of the Project and not under its direct outcomes. On the other hand, it is also judged too long at the individual level as the youth are going through their transition to adulthood during the cycle of the Project, some enter into parenthood, pursue higher education or transition into full-time employment and would not have the necessary time to remain fully involved in the Project. This statement is true of many capacity-building projects as the direct beneficiaries of the training would change position or organization and the capacities built will often go with them. Both aspects considered make for the intricate nature of this bottleneck. It should be said it is not related to a design fault of the Project but rather to the nature of working with youth and on capacity building.

244. Another common bottleneck reported across the Project was that in many countries the political situation and instability make the carry-over of the Project and its institutionalisation into the national authorities difficult. The Ministries of Youth and Sports that often were the counterparts of the Project lack capacity to push the youth agenda forward. Several counterpart ministries were also reported to have low resources in staff and finances and often lack coordination among them to create synergies and incorporate youth as a cross-cutting policy topic. This bottleneck again pertains more to the sustainability and impact of the Project should UNESCO not provide further support to the youth in the region.

245. The multi-sectoral approach is a clear improvement from previous practice at UNESCO but as some informants highlighted, some of the activities appeared to have been carried out in a certain isolation and there could have been more transversal complementarities and synergies. It also appears that the programming of the Project is still somewhat siloed with one ER per Programme Sector instead of a truly inter- or multidisciplinary programming.

Specificity of enablers and bottlenecks to countries or interventions

246. In addition to the common enablers and bottlenecks, some were more country specific like the openness of the authorities towards tackling youth issues and freedom of speech that helped advance the Project in some countries (Israel, Palestine) and limited progress (mainly for ER2 and ER3) in some others. The activities not being carried out because the basic conditions were not met in Algeria

⁸² Interviews with youth during country visits.

or in Libya is an illustration of this situation.⁸³ For some other country bottlenecks were related to consequences of conflict within or between countries.

247. The interviews conducted in countries did not produce evidence of specific enablers that would be related to a specific type of delivery or a specific expected result, apart maybe from the skills forecasting model that could be disaggregated by occupation and sectors because data was available, while at the same time, sub-regional data or gender data were not available. Data availability represents a clear enabler or conversely bottleneck for the skills forecasting exercise.

Conclusions

248. The evaluation finds that the NET-MED Youth Project has achieved satisfactory results over all the Expected Results and activities described and planned in the Result Matrix. Despite adverse situation in several countries, the Project managed to deliver across all types of modalities and all dimensions and was able to manage the risk and challenges in an adequate and context specific manner to ensure results are achieved.

249. Some activities could not be implemented or only partially implemented due to unfavourable security or political conditions as also described in the Annex B of the Progress Report 4. The countries most affected by partial delivery were Libya and Algeria mainly due to their national context and the political situation.⁸⁴ Activity 14 is the activity that has been implemented the least consistently as it was not implemented in any of the Maghreb countries nor in Libya.

250. The engagement and commitment of the youth participants and working groups was noteworthy in all countries and has been highlighted in all the country reports.

251. UNESCO is seen as a competent and neutral agency that was able to engage a wide range of stakeholders from different contexts in the Project and the UNESCO and NET-MED Youth “brand” has become a label for youth engagement and an enabler in itself for the Project.

252. The approach to the Project is coherent and the outputs and deliverables achieved the expected results. The intervention logic described in the Annex B of the report holds true as the simultaneous intervention on youth through capacity

building on media and policy have supported the agency of youth and at the same time, the advocacy and policy dialogue with authorities and media has brought youth issues in the public debate providing an enabling environment for youth engagement. However, the reporting on some indicators and the alignment with the targets were in some instances slightly inconsistent and complicated. This said, the level of reporting was highly granular, and these inconsistencies would not affect the overall achievements.

253. The project communication activities have provided good visibility and ensured awareness of the Project among youth and stakeholders and has contributed to the overall success of the Project.

254. The Project and its result framework are however also very ambitious which stretched the resources available to their limits. This said, it has not directly affected the effectiveness of the Project's implementation to a significant extent. However, there is a perception that it has to some extent limited the sustainability and potential impact of the Project as activities were delivered but could not be accompanied to the next level.

⁸³ The situation in Algeria and Libya were quite different but led to the same outcome regarding the implementation of the activities. See country fiches and EQ1 for more details.

⁸⁴ The delivery in Libya is partial in relation to the original result framework. The delivery of the revised programme has been completed according to plans.

6. Association of youth as both partners and as beneficiaries

255. This chapter discusses Evaluation Question 5 How effectively did the Project associate youth as both partners (in the design, conceptualization and implementation of the Project) and as beneficiaries?

256. At the **design and conceptualisation stage**, NET-MED Youth included consultations with youth in most countries to define country objectives, priorities and activities, but they were not universally applied and were usually complementary to other measures. Involvement of youth at this stage was usually part of wider consultations, initiated by UNESCO, with groups of young people, youth organisations, civil society organisations and other stakeholders such as line ministries and donors and international organisations⁸⁵.

257. The youth working groups from the different countries have also been involved in the design and implementation of a series of **communication and visibility activities**, such as the Billboard Campaign (Palestine), the Radio Series Campaign (Palestine, Lebanon), the Whiteboard Videos (Tunisia) and some digital and social media campaigns such as the #BuildTomorrow campaign. NMY also started the 'Writers and Artists of NET-MED Youth initiative', which aimed to give youth from the region a space where they could voice their concerns and thoughts and engage in dialogue about different themes that the Project addressed. The pool of young writers relied on a database that included more than 50 young writers from the different countries.

258. In **Algeria**, official exchanges and meetings were held by the UNESCO Maghreb Cluster Office with the Algerian Ministry of Foreign Affairs, the Permanent Delegation and the National Commission for UNESCO, as well as with the Algerian Embassy in Morocco (Rabat) where the UNESCO Office is located. The flow and structure of consultations differed from those in other countries due to the political context that forced UNESCO to seek buy-in from the Algerian government before getting involved with the youth organisations.

⁸⁵ Although Egypt is not covered by this evaluation, a number of consultations took place there. They focused mostly on official and government stakeholders including the Secretary-General of the Egyptian National Commission for UNESCO, the Ministry of Foreign Affairs

259. In **Israel**, the situation differed from other countries due to the absence of a UNESCO office in the country. Young people were not involved in the conceptualisation of the Project at the design phase. Meetings were conducted with the Permanent Delegation of Israel to UNESCO in Paris and the National Commission for UNESCO to clarify the added value of the Project and its modalities of implementation. The consultations led to the identification of a national coordinator of the Project. A meeting was also held with representatives of the Shimon Peres Centre for Peace in order to identify areas for potential cooperation. Furthermore, UNESCO also contributed to the annual Yala's Conference, attended by young peace ambassadors representing 81 countries which took place in Israel. On that occasion, UNESCO's Director-General introduced the NET-MED Youth Project. The role and level of leadership of the young people in the Project changed considerably as the Project developed and notably once the working group was formed.

260. In **Jordan**, several meetings were held with national NGOs to discuss their vision and contributions to the Project based on national priorities for youth. Key national youth organisations and structures were involved in the process, including Princess Basma Youth Resources Centre, Queen Rania Centre for Entrepreneurship, UNV, Oasis 500, Leaders of Tomorrow, and Jordan Media Institute. Jordan can be used as a good practice example where young people were involved throughout the entire project lifecycle in an inclusive manner.

261. In **Lebanon**, the consultations did not involve youth directly but formal meetings with national stakeholders provided information on current efforts at youth policy and community levels, including challenges and opportunities for gender mainstreaming and youth leadership and outreach to Syrian youth in Lebanon.

262. In **Libya**, several meetings were organized with UN entities and potential institutional partners before the political crisis of August 2014; after the office was evacuated to Tunis, consultations with Libyan youth NGOs and international actors continued in Tunisia and remotely.

263. In **Morocco**, official consultative meetings were organised at the inception

(MoFA), the Ministry of Youth as well as the EU Delegation.

stage with the Moroccan National Commission for UNESCO, the EU Delegation and 5 Ministerial Departments in July and August 2014. Brainstorming workshops and in-depth interviews were also organised with 10 youth NGOs to contextualize the analysis of each expected result (needs assessment) and to identify a strategy in order to draw the interest of CSOs in the NET-MED Youth Project, as well as to sharpen its added value at the national level.

264. In **Palestine**, the preparatory phase of the Project included workshops with the UN Group on Youth (UNDP, UNICEF, UNFPA and ILO) to identify common priorities and synergies, in light of the political and humanitarian crisis in Palestine.

265. In **Tunisia**, consultative meetings and planning workshops were held with the Ministry of Youth and Sports, the National Observatory of Youth, the main national NGOs and Youth Platforms.

266. Youth have been beneficiaries of a large share of the Project interventions with numerous trainings and capacity-building activities.

267. At implementation stage, NET-MED Youth involved young people as both partners and beneficiaries across all project countries and under all activity areas and ERs.

268. In **Algeria**, although as noted above youth involvement in the design phase was limited, young people participated in the Project during the implementation phase in various ways with strong involvement of national institutions. Once the Project was accepted by the Algerian MFA, MoYS was fully involved in the development of the country action plan in collaboration with relevant ministries during the inception phase. MoYS' subsequent involvement during implementation was to provide input for two specific activities. Youth organisations' participation took place in the form of participation in consultations and input on specific activities during implementation, for instance the design of the media survey, and consultations with public authorities on public policy participation. This contributed to building their experience of liaising with local authorities.

269. In **Israel**, partnership and involvement of youth improved over time with the choice of themes, discussion orientations and directions and priorities determined through the facilitated meetings by the group members themselves. As the Project developed, so did the capacity of the participants to self-organise and self-facilitate, and their share of work and responsibility for the process increased. Membership of the NMY group was not static. The local youth group became deeply aware of its own internal diversity and its need for overcoming and transcending internalised

stereotypes and prejudices for constructive work to be possible. A good part of the working group process focused on creating the conditions for intercultural learning to take place among the group members – to see themselves as one group with a common goal whose achievement requires the active engagement and participation of all members and possibly even changes in personal ethos and behaviour.

270. In **Jordan**, local stakeholders reported that NET-MED Youth activities were implemented through a participatory process involving youth organisations and two line ministries (Ministry of Youth/Ministry of Youth and Culture and Ministry of Planning and International Co-operation – MoPIC) in response to Jordanian youth's needs and aspirations.

271. In **Lebanon**, member organisations of the NET-MED Youth working group were selected through a call for proposals and grantee youth organisations recognised that their projects responded to the aspiration of a specific groups of youth (as their outreach was limited). Quite importantly, NMY in Lebanon mobilised youth directly in local communities including significant achievement in youth participation in South Lebanon.

272. In **Libya**, youth have been involved in capacity-building activities with training on media literacy and freedom of speech and several workshops organised in Tunis. A young blogger has been supported to address the ECOSOC General Assembly and youth organisations were the beneficiaries of grants to finance micro-projects.

273. In **Morocco**, local working group members had gradually more opportunities to make decisions and to orient the work of the sub-groups in specific directions of interest to them as the Project progressed. Furthermore, the project coordinator, UNESCO and the locally contracted facilitators have taken an open approach to the facilitation of the working group, which has allowed for different kinds of spin off initiative to emerge and for some to even find resources. The main space for young people to act autonomously and to engage in 'decision-making' has been in the context of the working group discussions, and in spin-off projects, rather than at the level of the project conceptualisation and directing.

274. In **Palestine**, youth have been actors and agents of change and project beneficiaries. The youth participation went further than only youth in the West Bank or Gaza to include young Palestinians from abroad.

275. Focus group participants confirmed that although youth was largely involved in implementation, experiences of involvement in design differed between countries. Furthermore, young people did not share the notion of belonging to a single group

of Youth but rather to separate, country-level constituencies in their respective NMY project countries.

Conclusion:

276. The NMY Project managed to associate youth as both partners and project beneficiaries to a significant extent.

277. The design and conceptualization stage resulted in more limited and uneven youth involvement mostly due to external and political factors such as local government conditions set for project implementation and limiting socio-political environment including political instability and conflict.

278. NMY was markedly better at making young people active partners as well as beneficiaries at implementation stage, largely succeeding in giving young people the contributing voice and attention they desired in carrying out activities.

279. This evaluation has found that young people across all project countries were willing and able to associate with the Project and directly influenced its planning and implementation. This represents a clear link with the findings of the [Mid-Term Review of the Operational Strategy of Youth](#) and the multiplier effect of capacity building on youth. In line with the findings discussed in the previous evaluation questions, youth have been more engaged, and are more likely to be engaged as their capacities are being developed and they engage in developing capacities of others.

280. Key enablers in the process were UNESCO Field offices with good links to key stakeholders and especially frontline youth organisations and young people themselves, like it was the case in Jordan (office presence) and Israel (local staff links to youth groups).

281. Bottlenecks included political instability and rigid political and social structures with limited prior experience of youth involvement in programming. This resulted in limited youth involvement in planning and only allowed for active contribution to implementation and delivery.

7. Contribution to UNESCO's Global Priority Gender Equality

283. This chapter discusses Evaluation Question 6: To what extent has the Project been effective in contributing to achieving the objectives of UNESCO's Global Priority Gender Equality?

284. UNESCO's Priority Gender Equality is based on the belief that all gender-based discrimination is also a violation of human rights, a significant obstacle to the achievement of the 2030 Agenda for Sustainable Development and SDGs.

285. Gender equality was a central feature of NET-MED Youth, embedded throughout all activities as a transversal feature (both in terms of equal representation and content) as well as in the phrasing of three specific results, namely ER1 ('Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations'), ER2 'Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies', ER3 'ensuring a fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media (with attention paid to fostering a gender and disability sensitive approach)'. Gender equality is also integral to the activities of ER4.

286. The importance of Gender Equality was apparent during all country visits and interviews with all stakeholders confirming that Gender Equality was recognised and explicitly addressed as a key component throughout various aspects of the Project. The design of the Project ensured that gender equality was mainstreamed and integrated in gender-specific activities at both country and multi-country levels.

287. The gender mainstreaming is especially apparent in the definition of the expected results and performance indicators in the result framework. The Project has actively sought to ensure that women equally participate as partners, beneficiaries and target groups of the Project. In addition, regional events and activities were organised on gender specific thematic areas.

288. The Project provided capacity-building opportunities targeting young men as gender equality advocates. In March 2018, NMY organised a training course in

Beirut for Arab youth advocating for gender equality and women empowerment (Regional training "Arab youth advocating for gender equality and women rights"). The workshop allowed for sharing good practices and lessons learnt from advocacy campaigns related to Gender-based Violence (GBV) and building capacity of youth advocates/ campaigners in this area and developing the strategic planning capacities of partner youth organizations working on gender equality and women's rights. The training also reinforced North-South-South networking and exchange of practices between Arab and European youth organizations in order to cross their experiences in the field of gender mainstreaming within cultural heritage promotion and protection.

289. Women also equally participated in all the events and activities that the evaluation team could review.

290. In addition, to the regional events, the following section presents an overview of how gender equality has been incorporated at national level.⁸⁶

291. In **Algeria**, although no consolidated data on gender equality was made available to confirm reported findings, the national coordinator and consulted youth organisations confirmed that the Project ensured equal participation of men and women in the composition of the NET-MED Youth working group and in project activities including the representation of Algeria in youth-related events.

292. In **Israel**, gender equality was found as a transversal issue in the Project and was a concern during the recruitment and establishment of the NET-MED Youth working group and a watchword for the working principles of the working group, which usually included more women than men. Efforts were made to ensure the regular participation of young women from traditional, conservative and religious communities, who experience more barriers to their participation in activities involving both men and women. A broader understanding of gender was facilitated by the NET-MED Youth working group having members from the LGBTQI community, with obvious conflict potential for those with strong religious convictions (irrespective of the religion). As in many countries, the social and educational sectors in Israel are broadly feminized, so several of the facilitators of the NET-MED Youth working group were female. Both project staff and NMY working group members met during the field visit indicated that gender equality as such was a marginal issue in the development of the policy positions. Even if patriarchy was

⁸⁶ Details about the specific activities can be found in the Project's progress and final reports and are not reported in details in this section.

discussed and debated in the working group, the group was run in a manner respectful of the participation of all genders, i.e. democratically.

293. In **Jordan**, the Project achieved good levels of gender-balanced participation across most of its activities. Where activity records retained specific gender information, there was a good balance of genders with a slight majority of female participants. Furthermore, focus group participants suggested that the Project could have done more to encourage male participation in the Project, also noting that in Jordan young men are less likely to participate in community and volunteer work, focusing on paid employment instead.

294. In **Lebanon**, the Project duly considered gender equality aspects in principle in its activities and in structures. Local project staff reported a balanced participation of young men and women in the working group and local activities. The local Youth Council elections in Jabal El Sheikh used a parity formula where votes had to be cast on both male and female candidates (reportedly, the first such case to be recorded in Lebanon).

295. In **Morocco**, gender equality was a transversal issue, and was both a concern during the recruitment and establishment of the NET-MED Youth working group and a watchword for the working principles of the working group. Efforts were made to ensure the regular participation of young women from traditional, conservative, religious and rural communities, who experience significantly more barriers to their participation in activities involving men and women or formal decision-making. Nevertheless, civil society organisations in Morocco can be relatively more progressive in some respects than other actors in society. Many of the organisations involved in the NMY working group were represented by highly articulate and competent young women. Gender equality aspects and young women's participation was more of a concern in the projects organised in the local municipalities, supported through NMY grants, also because these took place outside of the urban centres. To the largest extent it was not possible to secure the participation of young women directly in those projects. However, it became clear that the young women would like to participate more actively but face societal barriers.

296. In **Tunisia**, the Project considered gender equality aspects in key structures and activities, for instance through a balanced participation of young men and women in the NET-MED Youth working group, the online youth platform, training sessions, workshops and seminars. Moreover, youth organisations noted in their recommendations to MoYS the importance of an inclusive approach to public policy participation including for young men and women. The forecasting model does not

capture gender and age data, weakening its gender-and age sensitivity.

297. Focus group participants did not volunteer any gender-specific comments other than confirming through their active participation and contributions that gender equality was an important feature of the Project and that both young women and men had an important role to play in the Project's design and implementation.

Conclusions:

298. The evaluation concludes that the principles of gender equality were consistently mainstreamed through the Project across all project countries and that the gender equality was an appreciated and valued component of the Project and its activities across all countries and ERs.

299. Gender equality was most strongly present as a transversal feature of all activities and a principle in formulating and implementing activities, rather than in content-related delivery of activities as standalone issue or theme. In view of this, gender equality consideration are equally reflected across all Expected Results.

300. In numerous cases across different countries and activities, participation and engagement levels of young women was higher than that of young men.

8. Sustainability of the progress made

301. This chapter discusses Evaluation Question 7: What is the likelihood that the progress made will be sustained after project completion?

Ownership provisions at national, institutional and individual levels

302. Ownership provisions were not structurally built into the project framework. Both ownership and sustainability were implicitly considered at the inception stage and later devolved into country-level activities and efforts.

303. The evaluation did not find elements of exit strategies as programmatic features in the design of the Project or the work plans at country level. Therefore, no coordinated sustainability or exit strategy could be identified across all project countries as embedded in the project design. This said, the Youth Employment in the Mediterranean (YEM) funded by the EU has largely built on the outcomes of the NMY Project and especially of ER4.

304. In **Algeria**, ownership presents a mixed picture. The long process of consultations with national structures during the first two years of the Project built a strong basis for national ownership. However, given that MoYS was primarily involved in providing specific input with no overall responsibility for deliverables and in light of the structural changes within the ministry, it has little ownership of the project at its completion. There are currently no agreements made for the hand-over of the Project to MoYS or other national actors and no donor funding has yet been mobilised.

305. In **Israel**, ownership is mixed. Participants met during the country visit, and all the reporting reviewed as part of the literature review, points to the fact that the NMY working group members felt a strong sense of ownership for both the process they directly experienced and the Project as a whole. Evidence also shows that participants were fully on board with the values and objectives of the Project. At the same time, it was also apparent that very few of the participants imagined their participation in the process as involving more than punctual participation, or that the Project would develop into something more permanent. The regular meetings of the working group have come to an end, and as a result, so has regular contact between the participants. Both coordinators and participants noted the absence of specific measures to develop a permanent structure from the onset of the Project. There was evidence of interest on the part of the national authorities and other national stakeholders, especially from Ministry of Labour and Social Affairs. They are

interested in both the content and results of the Project, but also in the format and approach to how the working group functioned. Some participants have become involved in other policy processes, including some directly related to youth policy. These signs of interest and spin-offs cannot, however, be considered full ownership or a specific perspective for the process to be adopted by any other institution in the future.

306. In **Jordan**, the Project achieved varied levels of ownership across ERs. Involvement of both young people and partners and direct beneficiaries in the design and implementation of activities differed between ERs, with more hands-on and participatory approaches in ERs 1 to 3 and more formal and expert work in ER4. According to some local stakeholders in Jordan, one of the main outputs – the coalition, although a significant achievement, will not be the same after project closure. Although networking channels and contacts will remain for some time, individual and organisational activity is likely to fade away in the absence of sustainable activities and funding. A number of interviewees in Jordan noted that the structure of the coalition was too formal and that more flexibility and delegation of responsibility to member organisations would have allowed for more ownership needed at local level.

307. In **Lebanon**, ownership during project implementation was good. UNESCO Lebanon's previous involvement in the youth field and a wide national network built up within NMY activities resulted in increased levels of local ownership among youth and youth organisations. Partner organisations interviewed during the field mission confirmed that they felt included and valued and thus also developed strong ownership of NMY. Challenges emerge in continued ownership of the Project. National authorities responsible for youth policy in Lebanon suffer from capacity issues and may not take lead on the Project. The YEM Project is aiming to continue the work on employment with the same institutions but this would concern only the follow-up of the ER 4 results of the NMY Project. No formal agreements are in place for the transfer of ownership to any other institution in Lebanon. What is more, lack of a sustainable framework for future operations endangers some of the long-term results. The future of the national network and its operations are threatened by the lack of funding and absence of long-term sustainability.

308. In **Libya**, the Project achieved relatively strong ownership despite the difficult context. The model of intervention where youth of Libya were trained with youth of Tunisia in Tunis and then asked to replicate the training in their local communities in

Libya has proved to foster ownership of the skills among trained youth.⁸⁷ In addition, the work on freedom of speech and on policy as shown a good level of ownership with Libyan youth, especially through the work on the review of the Libyan constitution by youth organization representatives supported through the Project. The Project has also been seen as an alternative to militia showing ownership of the intervention on prevention of violent extremism.

309. In **Morocco**, participants and youth organisations involved in the NMY working group felt a strong sense of ownership for both the process they directly experienced and the Project as a whole. They also felt that they were fully on board with the values and objectives of the Project. At the same time, when the regular meetings of the working group have come to an end, there was little evidence of interest in further regular meetings of the working group unless such would be facilitated by UNESCO. The working group has not developed a 'life of its own'. The project coordinator and other staff involved directly did not consider this a particularly realistic expectation, because no specific activities and measures to foster the emergence of a more permanent structure with clear recruitment mechanisms had been taken during the Project. There are signs of interest on the part of the authorities responsible for youth at the national level for more regular exchanges of information and possibly cooperation on projects of the UN Theme Group on Youth. However, this does not constitute a commitment to take into account the work done by the NMY working group on the *Stratégie Nationale Intégrée de la Jeunesse* or other youth policy documents. The authorities responsible for the employment component have not expressed any specific commitment for implementing the skills forecasting model developed.

310. In **Palestine**, the Project succeeded to build local ownership as it focused on building the capacity of youth organizations to be able to run the Project and to continue after the end of Project. However, the local youth organizations suffer scarcity of funding and need support from donors. The government has financial challenges and cannot support all youth organizations.

311. In **Tunisia**, NMY local staff acknowledged the difficulties in anchoring the Project within institutional partners. While relevant ministries were invited to the national kick-off meeting in Year 1, their involvement during implementation was activity-based. Efforts were invested in defining a partnership framework with MoYS but did not result in an agreement in light of instability in the context. This said, ONEQ

exhibited commitment to the finalisation and institutionalisation of the skills forecast model as it would allow to contribute to defining policies in Tunisia as part of its mandate. In addition, the NMY outcomes on ER4 will be pick-up by the YEM project illustrating the usefulness and potential sustainability of the capacity development for the national plans regarding employment.

Potential for replication/scaling up of best practice

312. Replication and scaling up of best practice was not structurally built into the project framework from; the outset, but evolved in some cases. Thanks to NMY, UNESCO has managed to mobilise additional funding from the EU and UN System, supporting direct continuation of the NMY Project: The Youth Employment in the Mediterranean (YEM), a regional project funded by the EU; as well as the PVE through youth empowerment Project (2018-2019) funded by Canada and UNCCT, and targeting 4 NMY countries: Jordan, Libya, Morocco and Tunisia. The design and current implementation of these projects are largely relying on NMY resources, tools and networks.

313. In **Algeria**, stakeholders interviewed during the country visit agreed that the Project launched a momentum that should be capitalised upon. This is particularly relevant in the Algerian context, where the capacity of national structures dealing with youth and youth organisations is not at its full potential and there are issues relating to access to donor funding. Findings from the field indicate that the potential replicability and scale-up of NMY lies in the following elements: capacity development of youth organisations including the focus on female leadership, technical and soft skills (e.g. communication) in view of professionalising them, exposure to experiences outside Algeria, networking space at national and regional levels, a partnership approach with youth organisations, rather than a beneficiary approach, a flexible and responsive approach, a youth-led project with a dynamic national coordinator. To enhance results, the following could be considered: capacity development to strengthen youth organisations' ability to initiate public policy action, a manual linked to capacity development workshops could be used by youth organisations to reach more youth organisations, a permanent UNESCO office in Algeria or reinforced capacities at the Maghreb office focusing on Algeria.

314. In **Israel**, evidence suggests that NMY would not be difficult to replicate. The Project could be repeated or the process could be institutionalised by another authority as a permanent platform for youth consensus building around issues of their

⁸⁷ This is again an illustration of the multiplier effect of capacity building on youth as described in the OSY-MTR.

concern and to foster youth participation in policy making. The process has encountered relatively few problems and barriers and much interest on the part of a variety of relevant stakeholders. The products of the Project have been welcomed as useful and are being used by some policy stakeholders. Nevertheless, it appears that neither the project coordinators nor UNESCO HQ or the EU have given significant thought to project follow-up in the conceptualisation of the Project. As of October 2018, there were no specific plans beyond the organization of a last meeting of alumni to discuss ways in which they might use their own networks and positions to disseminate the policy positions and recommendations of the Project. There was no clear perspective of uptake by any other institution. Furthermore, there is no clear perspective about continuation of funding from UNESCO or the EU.

315. In **Jordan**, local stakeholders consulted agreed that the Project resulted in an important positive momentum in youth policy (notably participation, media and employment) that should be capitalised upon beyond the scope of the current NMY project cycle. Furthermore, stakeholders highlighted that due to restricted capacity of national bodies, international and donor support such as UNESCO and NMY are of great added value in the country. Findings from the field indicate that the potential replicability and scale-up of NMY lies in the following elements: sustaining the online platforms for youth mobility and employment; sustaining the Accessible Jordan website; further development of the employability component, allowing for the skills forecasting model to be fully elaborated and embedded within national practices, with the involvement of key international stakeholders such as ILO; sustaining the National Youth Organisations Coalition; further co-operation with other key stakeholders on further development of the National Youth Strategy. Suggestions from the Focus Group with Jordanian beneficiaries (young people and youth organisations) included: greater focus on mental health issues, including stress and depression; focus on IT and technology and communication with young people; educational reform; language diversity; arts and media; volunteering including validation and recognition of voluntary work at local and national level in Jordan.

316. In **Lebanon**, the Project was well set-up across all ERs and as such would be easily replicable and up-scalable, but this would require substantial resources. At the time of the field mission (September 2018), there was no certainty as to the future of the Project and its continuation (beyond the fact that the current edition of NMY was coming to an end in December 2018). The Project adjusted very well to local context in Lebanon, thus limiting cross-border replicability. Challenges in national governance make country-level replicability difficult but, due to strong cooperation at local level, replicability of certain activities and outputs locally is particularly feasible. The

documentation regarding the Youth Council in Jabal El Sheik is a good illustration of this – it is a low-cost intervention that can be used as a template for other youth council elections across the country resulting in empowerment and participation of youth. Media and literacy activities are replicable and with good up-scaling potential – if resources were made available – as there are credible local and international partners with an interest in continuing the work done. NMY's media activities were a relative novelty and with few other actors in the sectors, UNESCO could further strengthen its position in youth and media expertise. Local stakeholders overwhelmingly noted the relative weakness of official leadership on youth policy matters, thus calling for an active role for UNESCO notably within the UN Youth Task Force in order to consolidate results and transform them into more long-term results.

317. In **Libya**, replication potential is limited. NMY's programmatic flexibility of the project design has allowed to implement activities and be beneficial to the youth organization in the country despite a difficult environment. UNESCO has managed to find ways for youth organisations to work on subjects that were a little different to the original plan but nonetheless relevant regarding the national context. Informants have stressed that there is a dire need for funding of youth activities in Libya as youth is not really high on the policy agenda of the country and that NET-MED Youth was kind of a sole vehicle for youth-related issues to be brought forward.

318. In **Morocco**, there is ample potential for replication. At the time of the field visit, some municipalities had been involved in spin-off projects and there is potential for replication of the small grants model to further municipalities subject to the availability of funding. One large scale EU Delegation and UNOPS cooperation project involving municipalities and youth is already taking advantage of existing NMY 'infrastructure' to get in on the ground in municipalities where NMY has had a good experience, and is seeking to involve the same youth organisations that participated in NMY, thereby offering potential continuity. Some of the partnerships continued and initiated within the media pillar of NMY have already demonstrated potential for replication should funds be available. The employment component already has follow-up perspectives with the EU-funded YEM project, initiated by UNESCO (and funded by the EU). There was no clear perspective about funding for follow-up projects or initiatives from UNESCO HQ at the time of the field visit.

319. In **Palestine**, all key stakeholders agreed that the Project concept is highly needed and should continue and expand further. The youth network needs efforts to be strengthened in an institutionalized manner and UNESCO would be an ideal platform as the Organization is well perceived relative to other development partners

or stakeholders. The Mapping of Youth Organizations needs to be updated to help the networking. Any future project shall focus on economic empowerment of the youth to a larger extent as it emerged as the main priority for the Palestinian youth. In continuation to the micro-projects encouraging community initiatives, any future intervention should upscale this modality according to the youth respondents. The Project shall continue to pay special consideration to the youth in the vulnerable groups and remote areas, and of course, to empower the young women. The cooperation with other countries could be expanded and the sharing of experience with other countries in similar situations to identify common themes, share knowledge and implement sub-regional cooperation. This said, engaging in cooperation between the West Bank and Gaza was already perceived as challenging.

320. In **Tunisia**, consultations in the field revealed a number of elements with potential for replicability including the following: the participatory approach, of which some elements were replicated in other countries; sub-contracting the implementation of specific activities to youth organisations to build their capacities in managing grants and create opportunities for them to engage in the public space; activities promoting the interaction of youth organisations with authorities, including local authorities; capacity development of MoYS staff, also in the regions; flexibility at country level with a minimum needed harmonisation at the regional level; grounded understanding of the national context including the political dimension of youth; to enhance results, consulted stakeholder proposed target public structures so as to become more sensitive to the culture of citizen participation; ensure sufficient available resources for national outreach; calls for proposals on specific themes; consider larger grants when relevance and CSOs execution capacities allow; align the timeframe and activities to ensure the forecasting model is ready for use during the Project's lifecycle.

Conclusions:

321. The evaluation concludes that the Project facilitated involvement of local stakeholders and organisations, at national and local level, at preparation and implementation stages and that the involvement of local stakeholders led to increasing levels of ownership during the Project's lifetime across all project countries.

322. This said, it appears, on the basis of the evidence, that there is a lack of a longer-term sustainability or exit strategy, considering ownership and sustainability issues impeded long-term ownership in several countries. The absence of explicit strategies for ownership, replicability and/or scaling up weakened the sustainability potential of the Project.

323. Lack of longer-term sustainability is amplified by the lack of immediate follow-up by the EU. The EU had announced a follow-up plan in May 2018, by way of another call which was launched in April 2019.

324. This said, examples of specific follow-up from the NMY Project can be found with the EU funded Youth Employment in the Mediterranean building on the achievements of ER4 and the UNESCO project 'Preventing Violent Extremism' that aims to create an environment where young people are empowered, heard and engaged as change-makers to achieve meaningful civic engagement while developing critical thinking skills in furtherance of PVE implemented on four countries and building on NMY.

325. The Project carries ample replication and scaling up potential across all project countries. However, ideas for replication and scaling up differ greatly between countries in terms of theme, scope and resources required and most replication and scaling up ideas pertain to national and local-level activities, with little consideration for transnational or regional activities.

326. Communication and exchange of good practices among beneficiary countries was limited. Although four events were organised throughout the course of the Project (1/ NET-MED Youth Strategic Planning Workshop (July 2015) took place in Beirut; 2/ NET-MED Youth Strategic Planning and Coordination Workshop (April 2017) took place in Marseille; 3/ Creating the Future of the Mediterranean (September 2017), held in Brussels; 4/ NET-MED Youth: Leading the Change (November 2018) held in Brussels), this did not translate into replicability and scaling up ideas.

9. Strategies and modalities for strategic partnerships and resource mobilization

328. This chapter discusses Evaluation Question 8: How effective was the Project in terms of building strategic partnerships and alliances with relevant stakeholders (government, youth organizations, media actors, private sector, at local, national, regional and international levels), as well as the effectiveness of resource mobilization strategies and modalities?

Degree to which partnerships have been built and developed

329. In Algeria, the Project did not pursue partnerships to mobilise funding for a second phase. However, it sought coordination with donors such as the EU Delegation and other UN agencies in the first year to ensure synergy and complementarity of activities. In Algeria, the Project focused and invested time and efforts in building relations with key national actors in the first two years of the Project as a pre-requisite for its good implementation. Although donor funding was not mobilised for the continuation of the Project, some youth organisations reported that their participation in the Project facilitated their ability to mobilise funds from other donors.

330. In Israel, partnerships have been significant, successful and promising of wider and longer-term impact. NMY Israel has benefitted from two main factors or 'moments' – first, from 'being in the right place at the right time', and second from the deep embedding of the organization chosen to carry the Project in the social activism community of practice and civil society.

331. NMY Israel came to the attention of the newly established governmental department responsible for youth policy and youth affairs exactly at that moment when it was thinking in more serious terms about how to develop its own profile, concept and strategy. Young people involved in the Project spoke at a couple of key annual events – this drew a lot of positive attention in Israeli media as well as in relevant professional circles.

332. The carrier-organization and the two consultants contracted to implement NMY in Israel were all strongly embedded in the national policy and civil society landscape, which is a small and 'personalised' landscape.

333. The result of both of these 'moments' is that NMY in Israel had from the outset a certain level of credibility and excellent access to people, institutions and processes

that otherwise it would likely not have had. The project carrier organization and consultants had established contact with the authority responsible for youth affairs and were discussing possible follow-up cooperation opportunities. Furthermore, as a result of contact with the Minister for Social Equality, representatives of the NMY Project had become part of the e group preparing a governmental working document dealing with issues of concern to young adults. Furthermore, a meeting of NMY alumni was being planned with the aim of discussing opportunities for presenting NMY positions at policy-making forums of influence in Israel.

334. In Jordan, NMY's approach not to 'reinvent the wheel' and to build on existing success stories facilitated the development of good synergies and partnerships with existing national and regional initiatives. First of all, the Project disposed of good channels of communication and regularly cooperated with key youth policy actors including government departments. NMY also established some good working relationships with other projects and initiatives such as: the EU Med Culture programme, the 'Support to Media in Jordan Project' and 'Youth Skills Development and Mentoring Project' (both EU-funded and managed by UNESCO).

335. In Lebanon, no formal partnerships have been developed with MoYS or the Parliament. NMY Lebanon was part of the UN Youth Task Force, alongside other international organizations and contributed to policy recommendations, notably the development of the National Youth Policy Action Plan. Lebanese NET-MED Youth activities focused strongly on local issues and tried to keep a bottom-up approach, building momentum by developing partnerships across the country first, before moving to central institutions. The Project supported the creation of locally-elected and gender-balanced youth councils, thus facilitating youth participation from grass-roots and provided capacity-development opportunities to the members of the National Youth Forum. The Project also developed a partnership with the Union of Lebanese Municipalities for local youth empowerment and capacity building and more direct and engaged communication with young women and men. Networking among CSOs was a strong point of the activities. Partnership with seven Focal Point NGOs across the country allowed for enhanced communication and coordination of activities, opportunities on the ground and with local partners and organizations, and sustainability that all contributed to a multiplier effect and better communication with the wider civil society. A partnership with national and regional (Arab Women Satellite Channel) TV stations enhanced visibility of the Project at local and regional level and possibly contributed to a greater impact of activities. Under ER4, the Project led to a partnership with the Lebanese National Employment Office and multiple NGOs active in the field of employment for wider dissemination of the skills forecasting study, and

followed-up under YEM.

336. In Libya, the Project has built operational partnerships with ACTED and UNFPA after the evacuation of the UNESCO staff in 2014. Both partners have been contracted to implement the interventions in Libya. In addition, UNESCO has also forged partnerships with UNICEF and UNDP as the shift of the whole programmatic focus of development partners was on peace-building, both agencies have taken the opportunity of activities implemented by NET-MED Youth to find synergies with their own intervention and use the project as a vehicle.

337. In addition, the Project has also engaged with municipalities to implement plans focusing on intersectoral issues such as peace-building and reconciliation, youth public and political participation, media and employment. These local plans built on the work done at national level with the funding of 10 micro-projects implemented by youth organisations in their communities.

338. In Morocco, a number of important partnerships was built. The NMY working group was composed of young people representing youth and other civil society organisations, and was facilitated by experienced academics and experts working for institutions, as well as civil society activists with long-standing experience. Although many of the organisations that were represented in the working group would like to continue to cooperate, no permanent platform for this has emerged at their initiative. Local stakeholders believe this was the result of a gap in the project design – no specific follow-up of that nature was foreseen from the outset and, therefore, no specific activities were undertaken to foster any such initiative. Although the youth policy pillar was working on the development of the National Youth Council and there were high hopes at the beginning of the process that NMY would contribute to that coming to fruition, this was not the case at time of field visit (September 2018).

339. Partnership have been built in all four ER with various stakeholders including the authorities. It is however unsure how and if these partnerships will last with some stakeholders demonstrating only limited practical and concrete interest in the content and product (ER1 and ER2). Prospect of longer lasting partnerships are possible under ER3 and ER4. This said, it is acknowledged that the Project has been instrumental in establishing these partnerships that would, according to informants, never have materialised without NMY.

340. Partnerships were also established at local level with several constructive experience working on the development of local youth action plans in municipalities contributing to changing attitudes towards cooperating with young people where local

authorities were partners in the activities. This culminated in the establishment of youth working groups leading new models of youth engagement in local governance within five pilot municipalities.

341. Overall, the NMY Project in Morocco has also been a good opportunity to solidify the relationship between the EU Delegation and UNESCO related work on youth. At the time of the field visit, it was already clear that the experience of NMY would be informing the development of other youth-related projects financed by the EU, with the cooperation of UN agencies, and that some of the work done through NMY to network organisations and draw the boundaries of the youth sector was being used to facilitate new processes.

342. In Palestine, the partnership between UNESCO and the Public Authorities has been satisfactory. The HCYS, Ministry of Labour, and Ministry of Education are satisfied with the overall relationship with UNESCO. They described the relationship as "Strategic Partnership" based on mutual understanding and complementarity. The relationship among youth organizations in West Bank was improved, but the relationship between youth groups in West Bank and Gaza is still weak. The Project has tried to enhance the cooperation between West Bank and Gaza but the mobility restrictions are difficult to overcome. The fact that the Project has had to have two working groups in Palestine is an illustration of these difficulties. Nonetheless the Youth NGOs that have branches in West Bank and Gaza, developed strong relationship. Finally, the relationship between the Palestinian youth groups and other Arab groups seems not to be established yet within a formal system in the sense that organisations do not formally exchange or collaborate. The examples of collaborations and communication mainly rely on the personal interest and communication between individuals.

343. The Project also financed 15 youth-led initiative grants in partnership with Sharek Youth Forum (West Bank), Social Developmental Forum (Gaza), and Palestinian Vision Organization (East Jerusalem). Those initiatives at local level contributed to enhancing the credibility of youth based CSOs in the eyes of citizens and local authorities as they managed to address real issues affecting their lives.

344. In Tunisia, the Project sought synergies with UN agencies, thematic groups and the EU from the onset. This included participation in various events on youth, collaboration and joint/co-financing of activities, which resulted in UNESCO positioning itself as a key actor on youth issues in Tunisia. The multitude of actors working on youth however meant that full coordination was not possible. It also meant that MoYS was working with various partners. According to MoYS, UNDP helped it

formulate a draft youth strategy for 2018-2020 while GIZ is supporting local youth participation. There is no formalised partnership agreement with MoYS under the Project. The scope of collaboration was limited to specific activities where MoYS drew on UNESCO's expert network and experience. In relation to ONEQ, it mobilised additional funding from UNESCO through a youth employment project (YEM). The funds are meant to consolidate, finalise and institutionalise the prototype of the forecasting model (see results). ONEQ noted that the process of working across ministries and agencies during the development of the model has strengthened collaboration at the national level among the different structures.

345. While synergies were sought during implementation, the Project did not establish partnerships with other donors to move the Project into a second phase. However, consulted youth organisations reported that their participation in the Project helped mobilise more funding beyond the Project.

346. Finally, the Project engaged and built partnerships with two municipalities where youth took part in innovative capacity-building processes putting them in real policy planning situations and oriented towards the development and the validation of local strategic youth plans.

Most notable partnerships

347. The following list presents a summary of the most notable partnerships established under NMY:

348. National ministries/cities and municipal councils: In most of the countries covered, the national ministries in charge of youth issues were duly involved in close dialogue and strategic planning with partner youth organizations. Nevertheless, as documented by the independent evaluation, those ministries with combined portfolios (or the Higher Councils for Youth), do not have the decision-making power, resource control, or oversight responsibility necessary to mainstream youth considerations across the policy spectrum and to translate plans into action. Therefore, UNESCO suggested reorienting some interventions and further investing in youth policies in the region for future programmatic cycles, and to consider other/complementary programmatic options that can have more rapid impact such as youth engagement in cities and local municipal planning which has proved to be a very fruitful approach.

349. EU-funded project SAHWA (2016-2017): An action-research project on youth based on lessons learnt and main findings of NET-MED Youth and SAHWA studies was jointly formulated by UNESCO and 3 research centres from the Maghreb (Algeria, Morocco and Tunisia). The proposal is the result of a two-day seminar entitled

"Researching youth in the Maghreb: From marginalization to opportunity". The Seminar was the occasion to share the findings of all studies available but also to share and discuss other countries experiences (Jordan, Palestine, Lebanon). This was also the opportunity to bring together academics, national youth institutions and youth organizations to share ideas and to give a space to stakeholders to discuss challenges related to the importance of strengthening the links between research and policy formulation.

350. MedMedia project: A key partnership was developed with the EU-funded MedMedia project. The creation of the youth-focused component of the Project was inspired by the energy and creativity that the MedMedia Team Leader witnessed during his participation at NET-MED Youth launch in Tunisia. Later, cooperation between NET-MED Youth and MedMedia would be facilitated in the form of the "Youth on Screen" initiative, through which a series of productive dialogues between youth and media were organized at national, regional and international level. A 2017 EU call for proposals focused on Empowerment of young women and men in the Neighbourhood South through media highlighted this collaboration as a process to be built upon. The discussions held in the context of the "Youth on Screen" collaboration also substantially fed into the materialization of the EU-funded "Generation What? – Arabic" project. Maintaining the spirit displayed through the implementation of NET-MED Youth, collaboration and information sharing with "Generation What? – Arabic" as well as with the two projects selected by the abovementioned call for proposals (D-Jil and "Young Voices Speak Up") was also facilitated.

351. UN Population Fund (UNFPA): UNESCO and UNFPA joined forces to organize sub-regional youth consultations as part of the UNSCR2250 on youth, peace and security. Both organizations also collaborated for the implementation of joint actions in Libya, mutualizing financial resources and articulating comparative advantages of each entity.

352. Cartooning for Peace: "Tsawar M3aya" (Draw/Imagine with me) is a pilot project aimed to promote freedom of expression, and young people's civic participation through media education, with a particular focus on the use of editorial cartoons. It resulted from a joint initiative of UNESCO and Cartooning for Peace under NET-MED Youth, "*Dessinons la paix et la démocratie*". It included the creation of an original exhibition in collaboration with a network of Moroccan cartoonists, the development of a toolkit and the implementation of pedagogical actions highlighting young Moroccans' views on priority challenges and issues.

353. OECD: Since 2016, OECD has expressed its interest to build on NET-MED

Youth achievements and networks in the field of public policies and youth participation at the local level in Morocco. The NET-MED Youth team and youth organization members took part in OECD activities with the MYS and co-organized and co-facilitated a workshop on participatory approaches in local governance, with the locality of Salé (Rabat region). The Workshop was fully funded by OECD.

354. In Jordan, OECD and UNESCO partnered to develop an analysis on youth policies. The technical support and knowledge exchange between UNESCO and OECD facilitated the elaboration of a comprehensive document that received high interest from key stakeholders, to design and develop the Youth Empowerment Strategy 2017-2022 and future youth programmes.

355. ACTED: ACTED, a non-profit international organization with proven capacity to deliver youth-focused activities, and one of the few that continued to operate in Libya despite security deterioration. Joint activities included the organization of the Tunisian-Libyan Youth Forum (Tunisia, December 2014) and, in 2015 and 2016, a series of capacity-building initiatives on peace-building, civic engagement, conflict resolution, political participation, dialogue and reconciliation. These were held at civil society centres run by ACTED across the country.

356. United Nations System: Strategic discussions and collaborations have been initiated with several UN agencies including UNDP on governance issues, UN Women on the representation of women in the media, UNFPA on Agenda 2030 and youth empowerment, and OHCHR on freedom of expression, access to information and pluralistic media development. A constant and privileged relationship with the Offices of the Resident Coordinators has made it possible to include UNESCO as a key player in the field of youth in several countries within the United Nations System, as well as among national actors. UNESCO contributed through NET-MED Youth to the achievement of the objectives of UN Country Teams in the field of youth development.

357. ETF: The European Training Foundation was strategically associated to the implementation of UNESCO NET-MED Youth ER4 from the outset, synergizing actions with ETF's GEMM project (2013-2016), implemented in the same countries (except Egypt for NET-MED Youth), with a specific focus on the governance of TVET. Partnership included knowledge-sharing, regular coordination, participation to respective events to bring expertise and peer-review.

Conclusions

358. NMY has established a large number of partnerships at country and project level with a large array of stakeholders showing an active attempt to institutionalise its activities at national level and seeking synergies with other Project of the EU (YEM, ETF, etc.), of the UN system (UNDP, UNFPA, etc.) and national and local stakeholders.

359. This illustrates the convening power of the Project and of UNESCO in bringing a large variety of stakeholders to the table.

360. The Project initiated various policy-oriented actions at the local level, within cities and municipalities, to overcome the structural barriers facing youth participation to decision-making at the national level as well as weak implementation of youth policies in the covered countries. Youth Councils were established in pilot municipalities, local municipal plans formulated by youth, pilot projects implemented.

361. The experience from the NET-MED Youth Project demonstrates that continuation and follow up investments are further needed to support policy and legal frameworks related to youth, considering that policy processes are long-term developments and time-intensive especially in the context of instability, insufficient democratic governance and crisis faced in the region.

362. The evaluation did not find sufficient evidence of resource mobilization or active fund raising for the Project or for the youth organisations engaged in the Project to conclude on the Project's capacity to mobilise resources.⁸⁸

⁸⁸ This is not to say that resources mobilization did not happen under NMY but that the evaluation misses evidence to produce an informed judgment.

10. Conclusions

363. The NET-MED Youth Project has demonstrated its significant relevance as it managed to align with the major policies and strategies of UNESCO and mainly with its Medium-Term Strategy and its Operational Strategy on Youth. The global priority Gender Equality has been taken into account in the design and implementation of the Project and is also reflected in the level of participation of women in the Project national and regional activities. The national priorities and the aspiration of youth have been largely incorporated into the project design. It can also be said that the Project was relevant to UNESCO, EU, National Authorities, youth stakeholders, youth organisations/associations, and youth themselves.

364. The initial design of the Project as a true regional project had to be revised into a more multi-country project with regional events across the four Expected Results to provide for exchange of experience among beneficiary countries. This re-alignment of the regional dimension and prioritisation of national level outcomes was in accordance with the donor and was justified by the unexpected development of the political environment in the region. This said, the youth participants in the Project have voiced their appetite for expanded regional activities in most of the countries visited by the evaluation.

365. The NET-MED Youth Project has achieved a satisfactory level of achievement across all its expected results and was able to implement the large majority of the planned activities while adapting its programme of action to the realities of the context in each country. UNESCO has been seen as a competent and neutral actor by all stakeholders, what is believed to have facilitated the setting up and implementation of the Project. However, the number of activities implemented under the Project can be seen as somewhat ambitious as the implementation of the Project has stretched the human and financial resources to their limit. The evaluation also found that the numerous activities limited the sustainability of the results across all Expected Results, but more notably on ER1 as the networks and working groups have not been institutionalised, with the exception of Palestine, Jordan and Tunisia, and the national authorities were not found to be in a position to take over. The outputs of ER4 on employment have led to a follow-up project, Youth Employment in the Mediterranean.

366. At the outcome level, the achievement of the expected results has contributed to realising the objectives of the Project, namely improving access and effective participation of youth in developing and implementing national strategies and policies affecting young women and men in ENP South countries through improved capacities

of youth and the government counterpart (although to a lesser extent), the development of networks, effective interaction with the media and use of ICT platforms. The Project has also made effective contribution to reducing the fragmentation of efforts and harnessed the potential of youth in affecting democratic transitions towards active citizenship, political participation, economic contribution and social inclusion.

367. The evaluation has found that the intervention logic has effectively been applied and that the underlying assumptions have held true leading to a substantial contribution towards the objectives. The interdisciplinary approach tackling policy dialogue, strategic planning, communication and information, cultural heritage, education and employment have proved as a multiplying and cross-fertilisation effect towards the overall objectives.

368. The communication and visibility actions of the Project, being an integral part of the intervention logic have proved to be an added-value to the Project as they have provided a wealth of material on which to capitalise and proved a worthwhile programmatic addition to the ERs.

369. The primary beneficiaries of the Project being youth themselves, the institutionalisation of built capacities and the sustainability at organisational level is found to be limited by the turnover of youth leaders due to their transition to adulthood and full-time employment. This said, there are early signs of impact regarding a change of culture among the youth organisations engaged through NMY as they have realised that they can engage with a number of stakeholders, propose policies, engage in the media and fundraise for themselves. The emerging cooperation with local municipalities are among the elements that could lay the ground for future programming. To this end, maintaining the “NET-MED Youth” brand alive is essential as the Project has gained recognition with the involved stakeholders as it stands for Youth empowerment. The labelling of youth organisations with a “NET-MED Youth” brand that would continue after the Project as well as provision of capacity building on fundraising could have constituted elements of an exit strategy for the Project that appeared to be lacking in the original project design.

370. The Project has been flexible in its implementation and has genuinely sought to adapt to the national contexts raising its relevance at national level for youth and authorities. The flexibility and its dividend in terms of relevance and effectiveness came at a cost in terms of relevance at the regional level as respondents indicated that the regional events organised by the Project have somewhat lacked a transversal perspective at regional level.

371. In terms of resources and management structures, the Project appeared to have had sufficient financial resources to achieve its results while human resources were overstretched due to the large scope of the Project and the number of stakeholders to engage with, activities to implement and contextual externalities the Project has faced during its implementation. The management of the Project has generally succeeded to adapt to the changing environments and arising needs while at the same time, the various layers of coordination and supervision have added to the stress of the lower level resources of the Project. The flexibility of the Project at national level would also have called for some budgetary reallocations as some countries had more ambitious action plans than others while budgets remained equal across countries. Some transfers of unspent budget have taken place but it appears it was not a structural mechanism of the Project although funds allocated to Egypt have been reallocated and transfer of funds is acknowledged to be a sensitive issue as it could introduce imbalance.

372. The NMY Project managed to associate youth as both active partners and project beneficiaries to a significant extent. This evaluation has found that young people across all project countries were willing and able to associate with the Project and directly influence its planning and implementation.

373. The Project has also managed to establish a wide array of partnerships at country and project level with development partners, local and national authorities and other stakeholders in all components of the Project.

374. Key enablers in the process were UNESCO Field Offices with good/privileged links to key stakeholders and especially frontline youth organisations and young people themselves. Bottlenecks included political instability and rigid political and social structures with limited prior experience of youth involvement in programming.

375. The evaluation concludes that the principles of gender equality were consistently mainstreamed through the Project across all project countries and that gender equality was an appreciated and valued component of the Project and its activities across all countries and ERs. Gender equality was most strongly present as a transversal feature of all activities and a principle in formulating and implementing activities. In view of this, gender equality considerations are equally reflected across all Expected Results and related outputs and activities. Needs of disadvantaged groups, for example of youth with disabilities have also been included in the programmatic design of the Project and networks included organisations acting on behalf of these disadvantaged groups.

376. The Project carries ample replication and scaling up potential across all project countries. However, ideas for replication and scaling up differ greatly between countries in terms of theme, scope and resources required and most replication and scaling up ideas pertain to national and local-level activities, with little consideration for transnational or regional activities. While there is a possibility that the Project will have a follow-up project as DG NEAR has launched a call for proposal on youth engagement in ENP South countries, the Project appears to have been lacking an exit strategy designed at the earlier stages of the design and implementation that would have helped to ensure its sustainability. The evaluation also acknowledges that sustainability in capacity building especially with youth is a challenge by the essence of the intervention.

377. Outreach and communication supported by the NET-MED Youth Communication and Visibility Strategy both as a delivery modality and a transversal tool for the visibility of the Project itself, have provided good visibility and ensured awareness of the Project towards youth, and stakeholders and has contributed to the overall success of the Project. The NET-MED Youth brand has thus gathered recognition among the youth organisations in the participating countries. This said, the Project managed to create a momentum of youth engagement that needs to be sustained and built on to achieve a larger and longer-term impact.

378. The interdisciplinary approach and implementation model are significant features of the NMY Project that could nonetheless be replicated as a good practice for other interventions in the framework of the operationalisation of the OSY.

11. Recommendations

379. The following recommendations have been developed on the basis of the findings and conclusions (EQ1-EQ8), as well as following a participatory approach with an extended evaluation reference group during a workshop in January 2019 and in consultations with UNESCO HQ staff during the revision of the report. The recommendations have been formulated by the evaluation team and presented at the workshop held in Paris in the UNESCO premises with representatives of the various sectors involved and national coordination of the programme via Skype.

380. The recommendations have then been developed further by the evaluation team. They are targeted at various audiences, primarily to UNESCO's NMY Project team, UNESCO Programme sectors and the UNESCO's senior management. Some of the recommendations are also designed to allow for a possible secondary use for donors supporting youth activities in the Mediterranean region and beyond. All recommendations that are addressed to the UNESCO Project coordination team are primarily intended to be addressed for the design of any future project. However, most recommendations are also to be considered by other UNESCO entities, including UNESCO Senior management in the context of the next strategic planning period.

Recommendation 1. Increase the regional relevance through regional thematic working groups and steering structures

381. The regional dimension of the Project was a continuous challenge and the approach even had to evolve to more of a multi-country approach than a genuine regional one, mainly due to the vast differences in country contexts and priorities. This said, it emerged from the evaluation that some countries shared common challenges at the level of the Expected Results and activities and that a wider and more intensive exchange of experience on specific themes could have benefited the Project. A clear example is regarding the work on employability under ER4 where a regional working group could have provided good results. A working group on policy review and policy dialogue would also provide good results and carry a function of South-South-cooperation where youth from countries more advanced in policy dialogue could share their experience and maybe even coach youth from countries at an earlier stage about the steps to take and the difficulties they have faced.

⁸⁹ Such as the Expert group meeting on the regional strategy on Youth, Peace and Security in the Arab States (November 2017) organized at UNESCO HQ, as a follow-up to the adoption of Security Council Resolution 2250 on "Youth, Peace and Security" by the UN Security Council

382. The creation of a youth-led permanent steering structure for the regional dimension of the Project could be a worthwhile addition as most youth leaders were asking for more regional interventions, but at a more strategic level in addition to the regional events and seminars⁸⁹. The youth-led steering structures at national level have provided good results for the relevance and effectiveness of the Project at national level and it is likely to act as an enabler at the regional level.

383. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices for the design of a future similar intervention.

Recommendation 2. Streamline the result framework for a more focused and sustainable delivery

384. Although the four Expected Results and 14 Activities were relevant and implemented throughout the beneficiary countries, there has been evidence that the variety and large scope of interventions have limited the sustainability and potential impact of the interventions that were the most relevant to youth in the countries.

385. Implementing such a large project is always a challenge and the flexibility in the design of the actions at country level is commendable. This said, the Project would have benefit from a more streamlined programming. While the four expected results are justified in their contribution to the overall objective and are all conducive to youth empowerment, not all activities planned are equally relevant in all contexts as illustrated by the flexible approach to the definition of the work plans a country level. This flexibility could be developed by a more tailored design and approach to programming starting from a needs assessment from which the expected results and activities would be defined.

386. To this end, the evaluation would recommend building future programming on a clear Theory of Change and keep the Expected Results broad with a suggested number of more specific activities. It should allow the project to focus more on one or two of the Expected Results where resources can be channelled to achieve more impact and sustainability. The other Expected Results would be implemented following a number of "core" and 'optional' activities, with the core activities to ensure the ERs are addressed to an adequate minimum extent.

in December 2015, and the Regional Seminar Revisiting Youth Policies and Role in the Arab region within the 2030 Agenda for Sustainable Development (June 2018), aimed at revisiting youth policies and roles in the context of the SDG and the Youth, Peace and Security Agenda.

387. The other advantage of the model is that it could help identify the countries that have opted for the same 'focus area' and invite them to exchange on the regional thematic working group described in recommendation 1.

388. Regarding the use of resources, 'core' activities can be standardised to a greater extent and delivered using resources more efficiently than a fully custom-led national intervention.

389. Focus interventions would conversely be country specific, highly contextualised and designed to achieve impact for youth and policy in the country.

390. The NET-MED Youth Team should conceive the project's interventions at the three dimensions of capacity building: individual, organisational and institutional and apply a needs assessment model looking at shared objectives and targets (i.e. SDGs.), a gap analysis in available and necessary capacities (individual and organisational, institutional) and an assessment of the enabling environment (legal and cultural).

391. This recommendation is addressed to the Addressed to: UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 3. Institutionalise the NET-MED Youth brand

392. The Project, its visibility and its name has grown significantly during the implementation and could be related to a brand at the end of the Project.

393. UNESCO and the European Union should consider copyrighting the name and logo and use it as a brand for all the youth-led or youth-focused initiatives in Social and Human Sciences, Communication and Information, Education and Culture interventions in the Mediterranean region.

394. This brand could be used to help youth organisations supported in the ENP South region to fundraise for youth-led and youth-focused projects, label youth organisations with the NET-MED Youth brand to help them fundraise and maintain access to the stakeholders in the countries. This could help to sustain the work after the end of the Project and institutionalise the results of the Project in respective countries as well as at regional and UNESCO level.

395. This recommendation is addressed to UNESCO's Executive Offices of SHS/CI/ED, the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 4. Take stock of the good practice of cooperation across sectors for the implementation of the UNESCO Operational Strategy on Youth

396. NET-MED Youth provides a good example of the relevance and effectiveness of a comprehensive intervention that is intersectoral and interdisciplinary on youth that allows for a wide array of activities from policy to civic engagement through actions providing for the creation of an enabling environment to the development of capacities of youth with a view to empowering them and giving them agency.

397. NET-MED Youth benefitted from its intersectoral and interdisciplinary architecture to create synergies in across the four expected results. The mutual benefits of the work done on media, policy and employment have provided a multiplier and cross-fertilisation effect for the achievement of the project outcomes and were further supported by the project communication, visibility and outreach activities. It can be assumed that the level of achieved outcomes would be less should the interventions in the respective thematic areas have been conducted in isolation, at least due to the fact that the networks built by the Project have provided a common basis for and facilitated linkages among all interventions in each country.

398. The results of NET-MED Youth confirm the concept that inter- and multidisciplinary interventions are likely to achieve stronger and deeper impacts as is described in the OSY. UNESCO's approach clearly benefits from this in the operationalisation of youth interventions. Stock should be taken to inform the design of future projects throughout UNESCO with relation to the operationalisation of the OSY.

399. Knowledge generated from the design and implementation of the NET-MED Youth Project, its results and potential impact should be analysed and widely disseminated within UNESCO as a good practice pertaining to the implementation of the OSY.

400. This recommendation is addressed to UNESCO's EOs of SHS/CI/ED, SHS/YSS, the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 5. Further integrate the lessons learnt from specificities of youth interventions, in terms of success factors, risks and bottlenecks, in the design of future projects and build on the experience gathered - both in terms of success stories as well as challenges

401. The Project, in its design and implementation has gathered a vast amount of knowledge and experience on the specificities of interventions dealing with youth engagement and youth empowerment while covering various sectors of UNESCO's mandate.

402. The results of the project and of the evaluation have shown that capacities developed at individual level can be achieved in a relatively short period of time. Institutional and organisational capacities are more complicated and resource-intensive, and that ensuring organisational growth requires combined measures involving both individuals and institutional structures.

403. Young people are experiencing transitions in their lives and are likely to experience parenthood, transition to employment and/or enrolment in higher education during the implementation of a multi-annual project like NET-MED Youth. This implies that there is an intrinsic attrition of capacities to be expected in relation to these transitions. Youth activism, especially in the beneficiary countries of the Project, is unlikely to provide the young leaders and members of the youth organisations with a sustainable source of income forcing them to seek employment at one stage of the Project or immediately following the Project. This is a major obstacle to sustainability, as individuals may not have the time to transfer their knowledge at the organisational and institutional levels. Future interventions need to ensure a balance of institutional development and knowledge retention with individual capacity-building.

404. Networking in the Project also relied to a large extent on interpersonal relations between members of the network. The networking dimension of the Project has been rather successful but also faces the risk of fading with the gradual attrition of young leaders from their respective organisations. Institutionalisation of existing networking modalities and formalisation of wider networks would help secure more sustainable results of the Project to mitigate the risk of dependence on interpersonal relationships.

405. The Project did not provide funding for functional expenses of the organisations in the networks. This should be seen as a good approach in terms of sustainability as there is no dependency relationship established between the Project and the activities of the organisations in the networks. The Project was purposefully designed not to provide a functional source of funding outside of specific grants for micro-projects. This helped break with the tradition of dependency of NGOs to project funding that is also an obstacle to sustainability.

406. Finally, the counterparts of the youth organisations in the national governments are traditionally the Ministries of Youth and Sports that themselves face shortage of human and financial resources, as well as of capacities to take over sustainably from projects like NET-MED Youth.

407. UNESCO should, in future projects of this nature, include a larger dimension of

capacity building aimed at the staff of the Ministries in order for them to take over the role of the convening power, among other with the continued assistance of the National Commissions for UNESCO. In addition, the design of future interventions should consider aspects of institutional capacity building and development for the participating NGOs in addition to the capacity building provided at individual level. This is of utmost importance to tackle the development of organisational and environmental capacities necessary for sustainable change.

408. Projects of this nature could provide substantial longer-term impact although, it is difficult to accurately identify which results could carry a better probability to achieve sustainability. The number of factors constituting an enabling environment for the impact and sustainability of the results is large and these factors are sometimes out of the scope of such a project. In this light, it is important that projects of this nature are allowed to innovate and to experiment various ways of engaging in various context as well as phasing out some activities with low sustainability potential. To this end, a thorough prospective assessment should be performed at the design phase while room for experimentation should be allowed in the design of such projects without penalising the implementing agency for results not achieved.

409. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices

Recommendation 6. Develop a comprehensive ownership, sustainability and exit strategy from a project's onset

410. The NET-MED Youth Project although having achieved good results and acknowledging the specificity of the interventions with youth (see Recommendation 5) would benefit from integrating exit strategies in the programmatic design.

411. Building up on the previous recommendations, the design of specific interventions to ensure the institutionalisation of the results both at youth and government level should not only be a specific activity or output. This should be integral part of a full strategy designed at the start of the Project and developed in a participatory manner with all stakeholders allowing them to provide inputs on how they see the development of ownership, institutional and financial sustainability and how to prepare for the transition after the Project.

412. To this end, UNESCO, in co-operation with donor(s), wherever appropriate, should initiate a consultation for a comprehensive ownership and exit strategy from the onset of the Project to ensure sustainability.

413. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 7. Develop management functions to the lowest possible echelon to achieve an optimal level of efficiency

414. The NET-MED Youth Project was managed using an extensive model with several echelons of management, supervision and reporting. This has ensured a good documentation, reporting and monitoring of the progress made.

415. However, the pressure and the workload on the lowest echelons of management has been heavy as evidenced by the necessity to recruit additional staff in some cases and by the involvement of the UNESCO field offices to provide support.

416. The evaluation recognises that the reporting system and management structures reflect the approach and system in place at UNESCO at the time of the project design in 2014, and that these have evolved in the meantime. However, for future projects UNESCO should explore applying management models that build further on national level staff including developing tools and processes that would increase the efficiency and effectiveness of the UNESCO subsidiarity principle between the lower and the higher echelons of management..

417. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 8. Embed gender equality and inclusion more firmly as a theme rather than a transversal feature

418. Gender equality is clearly integrated in the design of the Project and in the formulation of the results and activities to ensure participation of women and underprivileged groups to the project interventions.

419. Based on the results of the evaluation, the participation of women as active partners, target groups and beneficiaries has been considerable and equal in all the project activities and in the visibility activities. This said, it appears that gender equality has been primarily treated as a transversal feature in the Project rather than as a theme except for some specific interventions focused on young women or other disadvantaged groups of young people.

420. The design of a future follow-up to the Project should integrate the gender equality and inclusion thematic more firmly in the expected results and make it a theme of policy dialogue, visibility and communication, investigate the specificity of access to

employment of young women or the impact of motherhood on employment in the ENP-South countries for example.

421. At the same time, the Project should continue its excellent track record of strengthening women's participation.

422. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

Recommendation 9. Building on the momentum created and the good results achieved, seek financing for a continuation of the NET-MED Youth Project through either a second phase or replication in another region

423. Building on the previous recommendations, the Project has gathered a wealth of knowledge, a good understanding of the national and regional contexts and youth-related issues. It has also achieved recognition and visibility with the NET-MED Youth brand and youth, and youth networks that have participated are still largely active.

424. Considerable Results have been achieved and are ripe to achieve sustainability with continued support and some adjustments to the approach.

425. A long gap in intervention would see a large risk of loss of capacities and momentum in the networks, NET-MED Youth working groups and attention from the media and the policy-makers.

426. UNESCO is ideally placed with its mandate and expertise to pick-up where the current Project has stopped and is seen as an ideal partner with its status of excellence in the various thematic fields and neutrality.

427. UNESCO should seek opportunities to further finance the NET-MED Youth Project for at least one more phase with a view to achieving the institutionalisation of the results and sustainably anchor the change provided by the intervention in the youth-related issues in beneficiary countries.

428. This recommendation is addressed to the UNESCO Project coordination team at HQ, Programme Sectors and Field Offices.

12. Lessons learned

429. The NET-MED Youth Project has achieved good results and generated a wealth of knowledge on which to build. The following lessons were learned and should be documented.

430. The Project is likely to have achieved good results despite the ambitious result framework and vast scope through the extensive efforts to align the activities with the national context of both the authorities and youth. The agility of the Project in this regard is a lesson for further interventions.

431. The youth involved in the Project have shown a commitment and engagement that has largely contributed to the success of the project despite the absence of provision of functional grants to their NGO. The Project has therefore managed to engage them without establishing a dependency relation.

432. Although UNESCO the natural counterpart of higher-level policy-making bodies such as national governments, and being recognised as a standard-setting organization at international level has successfully managed to engage in grass-root activities with youth and has been recognised for its convening role and moral guarantee of neutrality by the youth, the authorities and the stakeholders.

433. Engaging youth in communication and media activities and raising awareness about freedom of speech while involving them in policy dialogue has appeared to be a novelty and an innovative way to approach youth empowerment in the region.

434. The regional dimension in ENP South countries appears to be more of a construct than a natural reality. This said, the appetite shown by the young participants for more regional activities and more strategic cooperation shows that there could be a future for a regional cooperation should this approach be sustained for a sufficient time period.

435. Cooperation across the sectors of UNESCO appears to have provided an outcome that is greater than the sum of its parts and therefore shown a potential for sustained synergies should this interdisciplinary approach be followed. The Project could even go one step further with more expected results and activities involving several Programme sectors at the same time, thus engaging in a truly multidisciplinary fashion.

APPENDICES

A.TERMS OF REFERENCE

I. Background

Brief description of the Project

1. Networks of Mediterranean Youth (NET-MED Youth) is a regional Project funded by the European Union and implemented by UNESCO. It seeks to contribute to the creation of an enabling environment for young women and men from 10 of the Southern countries of the European Neighbourhood Policy to develop their competencies, to exercise their rights and meaningfully engage as active citizens in the development and implementation of national strategies on youth. It targeted initially 10 countries; however, it has since been downscaled to eight countries as Syria is a conflict-affected area and Egypt withdrew.

2. Since its creation, the Project has been working with youth organizations and youth-related stakeholders along the eastern and western basins of the Mediterranean Sea, and more specifically in Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia. It aims at advancing youth legal and policy frameworks, enhancing youth representation in media, and reinforcing youth employability skills. The Project articulates needs-based contextual national interventions to larger-scale regional initiatives connecting youth with policy makers, media and other relevant actors, across the Mediterranean for a joint mobilization around common themes and challenges.

3. The Project has the following four results:

- Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.
- Capacities are built amongst youth organizations and relevant authorities in order to empower young women and men to participate in reviewing and revising national policies and legislation on youth, to advocate for the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies where they exist.

- A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).

- A watchdog role is played by youth associations and organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

4. The Project is in line with and contributes to the UNESCO Operational Strategy on Youth 2014-2021. UNESCO's work has focused on enabling youth to engage with their societies and embodied the different ways in which youth are concerned or affected by such work: as beneficiaries of services and activities; as independent actors; and as UNESCO's partners through their organizations. This work has been articulated around three inter-connected and transversal axes of work that leverage expertise from all of UNESCO's fields of competence:

- Policy development with the participation of youth;
- Capacity development for the transition to adulthood;
- Civic engagement, democratic participation and social innovation.

Human and financial resources

5. Coordination teams operating at both Headquarters in Paris and in the various UNESCO Field Offices (in Amman, Beirut, Cairo, Rabat, Ramallah) provide technical support and guidance. Three Programme Sectors are involved in the Project, namely the Social and Human Sciences (SHS), Communication and Information (CI) and Education (ED) Sectors. There are eight NET-MED Youth Coordinators (in Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, and Tunisia) as well as eight NET-MED Youth Working Groups (in the said countries). The original Project covers the period from 1 February 2014 to 31 December 2017 with an overall budget of 8.8 million Euros. The EU recently granted a cost-extension of the Project until the end of the year 2018.

Rationale for the evaluation

6. A final evaluation of the Project is foreseen in the approved project document. In light of the size and scope of the Project, it is also subject to independent external evaluation per the requirements of UNESCO's Evaluation Policy.

7. The Directorate for Neighbourhood and Enlargement Negotiations (DG NEAR) of the European Commission has commissioned its own evaluation of regional projects focusing on culture and youth in the Neighbourhood South, an evaluation whose scope includes the NET-MED project. The evaluation began in January 2018. UNESCO will liaise regularly with its EU counterparts to ensure complementarities between the two exercises and to minimize any overlaps in scope.

II. Purpose and Scope

Purpose and Use

8. The main purpose of the evaluation is to assess the overall performance of the Project and to provide evidence-based recommendations on how to strengthen future UNESCO work in support of youth. The lessons learned will be particularly useful in the design of an upcoming project / programme on Youth Empowerment and engagement in the Mediterranean region.

9. The primary intended users of the evaluation are UNESCO Project staff and management, in particular in the Social and Human Sciences Sector, the donor and the various youth organizations involved in the Project as both implementing partners and beneficiaries. The evaluation will be used by the eight NET-MED youth Working Groups (mainly composed of youth organizations) in Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia, as well as by the various concerned stakeholders. It will serve as an instrument to follow up on the achievements and lessons learnt in the past four years, to improve the effectiveness, efficiency and overall impact of future programmes related to youth empowerment and engagement in the region, as well as to take evidence-based decisions in this regard.

Scope

10. The evaluation will examine the work undertaken by the Project during the period from 1 February 2014 to 31 December 2018. This will include Project activities undertaken in the eight beneficiary countries.

11. The evaluation should assist decision-making by making evidence-based recommendations focused on the main dimensions of performance listed below. When assessing the dimensions, the evaluation shall also carefully consider the importance of the specificities of each country context and the conditions under which implementation took place.

- i. Human and financial resources
- ii. Youth involvement
- iii. Project management and coordination
- iv. Partnerships, cooperation and fundraising
- v. Results and sustainability

Evaluation questions

12. An overarching or key evaluation question is formulated for each evaluation dimension. A number of sub-questions associated with each dimension have been developed in consultation with the Evaluation Reference Group. However, these sub-questions will be shared with the evaluation team at the outset of the evaluation and further refined in a consultative process during the inception phase. Prospective Offerors are expected to elaborate on the overarching questions in their technical proposals in response to these Terms of Reference.

- **Human and Financial Resources:** To what extent were the Project's resources adequate and efficiently used to meet objectives?
- **Youth involvement:** How effectively did the Project associate youth as both partners (in the design, conceptualization and implementation of the Project) and as beneficiaries?
- **Project management and internal coordination:** To what extent did management structures, working methods, and internal coordination mechanisms influence the overall effectiveness of the Project? This dimension will include a particular focus on Headquarters – Field Office relations and the intersectoral aspects of Project management and coordination.
- **Partnerships, cooperation and fundraising:** How effective was the Project in terms of building strategic partnerships and alliances with relevant stakeholders (government, youth organizations, media actors, private sector, at local, national, regional and international levels), as well as the effectiveness of resource mobilization strategies and modalities?
- **Results and sustainability:** What progress has been made in achieving the project's four planned results and what factors are positively and negatively influencing progress? Moreover, what is the likelihood that the progress made will be sustained after its completion?

13. Gender equality is an organizational priority to be addressed in all UNESCO evaluations. As such, it constitutes an additional evaluation dimension. Lastly, in

view of the unique country context in which the Project was designed and implemented, the evaluation team will liaise with each of the Youth Coordinators during the inception phase in order to develop a set of country-specific questions to guide country-level data collection and analysis.

III. Methodology

14. Prospective Offerors are expected to elaborate an evaluation approach and methodology in their technical proposals. The evaluation approach will require a combination of multiple and complimentary evaluative strategies collecting both quantitative and qualitative data.

15. It is strongly recommended that Prospective Offerors make use of innovative participatory evaluation approaches and techniques with the objective of including youth in various phases of the evaluation. Prospective Offerors should also consider adopting a theory-based approach that employs methods such as contribution analysis, outcome harvesting or outcome mapping. The evaluation methods may include:

- Document review and analysis;
- Structured and semi-structured interviews (face-to-face and via Skype) with key stakeholders including programme coordinators (Headquarters and Field Office staff, Youth Focal Points), key beneficiaries (members of youth working groups, national institutions in charge of skills forecasting) and other key partners;
- Questionnaires and/or surveys;
- Case studies;
- Field visits and observations. It is expected that data collection include 3-day field missions to all eight participating countries (Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia). Due to security concerns, there will be no field mission to Libya. However, information regarding NETMED Youth activities can be collected remotely or through the Tunis team that covers Libya. Each field visit should be completed by a short country brief (no longer than 5 pages) to be included as an annex to the final evaluation report. The purpose and key evaluation questions of each country visit will be discussed and agreed upon during the inception phase.

16. The evaluation will also include three visits to UNESCO Headquarters in Paris. The purpose of the first visit will be to launch the evaluation exercise; the second is to conduct meetings and interviews during the data collection phase and the last visit is to hold a stakeholder workshop during which emerging findings and conclusion will be shared.

IV. Roles and Responsibilities

17. An independent, external evaluation team will conduct the evaluation. The evaluator team will contribute evaluation expertise as well as specific subject matter expertise and knowledge. The evaluator(s) will prepare three main deliverables, an inception report, draft and final report. The evaluator(s) will comply with United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and UNEG Ethical Guidelines for Evaluation.

18. The IOS Evaluation Office is responsible for the overall management of the evaluation and quality assurance of the deliverables. The Evaluation Office will also act as the primary liaison between the external evaluation team and UNESCO stakeholders.

19. The Social & Human Sciences Youth and Sport Section (SHS/YSS) will provide the evaluator(s) with all relevant documentation including Project documents, monitoring and progress reports, financial reports, final narrative and evaluation reports, and all relevant documentation exchanged as part of interactions with the donor, with the Project's Youth coordinators and with its working groups.

20. With regard to the field visits, the evaluators are responsible for their own travel arrangements and will cover their costs of travel and accommodation. UNESCO staff will provide office space for the evaluators and provide logistical assistance by liaising with relevant local stakeholders to help set up interviews and disseminate the survey(s), if any, as widely as possible.

Evaluation Reference Group

21. An Evaluation Reference Group has been established to ensure the quality of the evaluation process. The group will accompany the evaluation process by, providing inputs to the development of the Terms of Reference, advising on the composition of the external evaluation team providing feedback on the draft evaluation report and providing guidance on the appropriate actions to be taken in response to evaluation recommendations.

22. The IOS Evaluation Office serves as the Chair of the Reference Group whose composition includes representatives from the following entities:

- UNESCO Social & Human Sciences Youth and Sport Section (SHS/YSS) at Headquarters (3 members);
- UNESCO Communication and Information sector at Headquarters (1 member);

- UNESCO Education Sector at Headquarters (1 member);
- UNESCO Bureau of Strategic Planning at Headquarters (1 member);
- NET-MED Youth Coordinators in each of the participating countries (8 members). These together with UNESCO Project staff, located in UNESCO Field Offices, will be responsible for liaising with the Youth Working Group in their country and the respective UNESCO programme specialists in the office.

23. The YSS section is ensuring the overall coordination of the NET-MED Youth Project. Together with BSP, it will maintain regular communication with the EU at key stages of the evaluation process to ensure donor inputs and feedback on the aforementioned deliverables. The Evaluation Reference Group will liaise electronically during the evaluation, as necessary.

V. Evaluation Team Qualifications

24. The recommended composition of the evaluation team includes three core members: one team leader, one senior evaluator and a junior level evaluator / researcher. It is highly recommended that Prospective Offerors must use of national evaluation expertise for in-country evaluation work. Note that alternative team compositions will be considered.

25. The external evaluation team should possess the following mandatory qualifications and experience.

Team leader

- At least 15 years of professional experience designing and leading programme and policy evaluations
- Extensive experience in managing evaluation teams
- An advanced university degree (PhD preferred) in the social sciences, public policy or related field
- Relevant work experience related to the field of youth
- Excellent communication and report writing skills in English
- Excellent communication skills in either French or Arabic
- Knowledge of the UN system and other international organizations

Senior Evaluator

- At least 10 years of professional experience designing and conducting programme and policy evaluations
- An advanced degree in the social sciences, public policy or related field
- Relevant work experience related to the field of youth

- Excellent communication and report writing skills in English
- Excellent communication skills in either French or Arabic
- Knowledge of the UN system and other international organizations

Other team members (Junior Researcher and National experts)

- At least 5 years of professional experience in conducting programme and policy evaluations
- An advanced degree in the social sciences, public policy or related field
- Excellent communication and report writing skills in English
- Excellent communication skills in French or Arabic, with Arabic being mandatory for local evaluation experts

26. Team members should not have any previous involvement in the design or implementation of the Project under review.

27. At least one team member must have specialist experience in gender and gender sensitive approaches in evaluation and an understanding and application of UN mandates in Human Rights and Gender Equality. The evaluation and its approach must also be sensitive to the beliefs and customs of local social and cultural environments, in particular gender sensitivities related to interviewing men and women.

28. Verification of these qualifications will be based on the provided curriculum vitae. Moreover, references, web links or electronic copies of two recently completed evaluation reports conducted by the Team Leader and/or the Senior Evaluator should be provided (preferably evaluations of youth programmes) as part of the technical proposal.

29. The evaluation assignment is estimated to require approximately 90 professional working days, including three visits to UNESCO Headquarters in Paris by both the Team Leader and the Senior Evaluator and the eight country visits to be conducted by the Team Leader or the Senior Evaluator with a local evaluation expert.

VI. Deliverables and Schedule

Deliverables

30. The evaluation will take place from **May - October 2018**. The evaluation will consist of three main deliverables: an inception report, a draft report and a final report.

- Inception report: The inception report should contain the intervention logic or Theory of Change of the Project (based on desk study), an evaluation plan and a list of documents reviewed. The evaluation plan should describe the evaluation methodology and how the evaluation is to be carried out. It should include, but not necessarily be limited to, the following elements: introduction and relevant background information; purpose of the evaluation; evaluation framework that systemizes the methodology, identifying the issues to be addressed, sub-questions that provide elaboration, and the performance indicators (variables to be considered), sources of information and method of information collection for each issue; work schedule. It is advisable to recommend the use of an evaluation matrix that connects questions to data collection methods/sources.

- Draft evaluation report: The Evaluator(s) will prepare a draft evaluation report. The draft will be circulated among the Evaluation Reference Group for comments.

31. The draft evaluation report should be written in English according to UNESCO's Evaluation Report Guidelines. These guidelines and a detailed final report template will be shared with the evaluator(s) at the beginning of the assignment. The main body of the draft report **shall not exceed 30 pages**, excluding annexes. The structure of the draft report should include:

- Executive Summary;
 - Introduction;
 - Chapter(s) for each key evaluation dimension or question;
 - Conclusions and Recommendations;
 - Annexes to include the Terms of Reference, interview list, data collection instruments, key documents consulted and country briefs.
- Final evaluation report: The final evaluation report will follow the aforementioned structure. As part of UNESCO quality assurance processes, all evaluation reports are subject to review by an external expert to ensure compliance with quality standards. The recommended actions from the quality assurance report will be addressed prior to finalization of the report.

Schedule

32. The following timetable is subject to change and will be finalized in consultation with the evaluation team.

Activity / Deliverable	Timeline
Meeting to launch the evaluation (Paris HQ)	May 2018
Inception report	End May 2018
Data collection and analysis; field missions	June - August 2018
Stakeholder Workshop (Paris HQ)	September 2018
Draft Evaluation Report	Mid-September 2018
Final Evaluation Report	October 2018

B.PROGRAMME DESCRIPTION

1. NET-MED Youth is a capacity-building and policy support project that seeks to enable youth in the target countries to actively engage in promoting the role of youth in society, implemented by UNESCO, mainly financed by the European Union, with a budget of 9,633,333 EUR (including 10% co-funding from non-EU sources) from 2014 through 2018. The NETMED Youth project has been a flagship experience in inter-sectoral project development and implementation for UNESCO as it has been working to operationalise and mainstream OSY since 2014. Furthermore, NET-MED Youth can serve as a pilot from which UNESCO can learn important lessons for future youth-related programming in and with Member States and using external donor resources.

2. NET-MED Youth aims at creating an enabling environment for young women and men to develop their competencies, exercise their rights and duties, and meaningfully engage as active citizens, particularly in decision-making and policy planning processes. The project has developed a comprehensive approach that responds to the challenges experienced by young women and men in the region regarding their transitions to full autonomous citizenship in all its facets – civic, political, economic, social and cultural. NET-MED Youth was designed to do so through interdisciplinary activities in three thematic areas relevant to the needs and concerns of young people in the region, as follows:

- youth policy development with the participation of youth;
- fair and objective coverage of youth news, rights, achievements and perspectives and positioning of youth vis-à-vis national policies
- youth skills development and labour market transitions.

3. NET-MED Youth has been implemented in 9 out of 10 of the Southern Neighbourhood countries, defined as such in the European Neighbourhood Policy (ENP). These were: Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia. The project in Egypt had to be suspended in 2015 for a number of reasons independent of UNESCO and therefore it will not be part of this evaluation. The coordination of the project is ensured at UNESCO Headquarters in Paris by five staff members within the Youth and Sport Section (YSS) in the Social and Human Sciences (SHS) Sector⁹⁰, one staff in the Communication and Information Sector and another staff in the Education Sector. Country teams located at UNESCO Field Offices or at a local organization (i.e.: Israel) are responsible for

the implementation and development of each national process and liaise with both Headquarters level and in-country stakeholders to ensure visibility of the project's achievements and cross-country learning.

4. The project is set within the context of, and in response to, recent socio-economic changes in the region. The Arab Spring was largely carried by young people voicing their grievances, and brought the deep dissatisfaction of the Mediterranean region's large youth populations with their lot to the attention of the policy-making community concerned with youth affairs globally. In 2011 approximately one in every five persons (20%) living in the ENP South Region was aged between 15 and 24 (with the exception of Israel, where 15-24 year olds make up 15.4% of the population). Furthermore, 30-40% of the populations in the respective countries were under the age of 15. This is in stark contrast to the Member States of the European Union, where only approx. 15.7% of the population are under 15. ENP South countries display high rates of young age dependency and of youth unemployment. In the case of youth unemployment, the rate is often twice that of total unemployment.

5. Furthermore, there are significant differences in the rates with regard to gender. Female unemployment tends to be higher in all countries (again with the exception of Israel). At the same time, the countries of the region demonstrate significant diversity in a number of regards. Educational attainment is a good example. In 2011, Israel and Egypt performed at the upper end of the scale. Morocco, with only about 1/3 of youth (20-24), and Palestine with 1/5 of youth attaining upper secondary education are ranking at the lower end of the scale. In the run up to and since those democratic upheavals, young people have experienced disillusionment with their marginalisation and disenfranchisement from social and political processes that affect their life chances and the direction that the development of the countries where they live take⁹¹. In the words of its own promoters, the NET-MED Youth project is 'unfolding in a regional political context where young women and men demand immediate democratic reforms, dignity and freedom'. According to a 2016/17 Friedrich Ebert Foundation study of young people aged 16-30, conducted in nine countries of the MENA Region, young people across the region are confronted with uncertainty, but are finding ways to cope with difficult circumstances and discover their own solutions. Many of them look to the future with confidence, despite major political and economic upheavals⁹².

6. To achieve its aims, the NET-MED Youth project has developed cooperative processes of engagement and active participation of young people with youth organizations and other youth sector stakeholders, in order to connect young people with policy makers, media and other stakeholders involved in youth related affairs in

⁹⁰ Programme manager, member of coordination Team, regional coordinator, communication and visibility officer, programme assistant.

⁹¹ Large Scale Youth Population Plus High Unemployment - Challenges Facing ENP South

Countries, <https://ec.europa.eu/eurostat/statistics-explained/pdfscache/32638.pdf> .

⁹² FES Youth Study, <https://www.fes-mena.org/topics/youth-study/>

the 9 target countries.

7. The project has taken seriously the fact that although countries of the region share a range of youth related policy issues and challenges, each country clearly has support needs that are context specific. Therefore, while relying on in-country processes that differed considerably from one another across the target countries, the project nevertheless has aimed at developing constructive bi- and multi-lateral networking and peer-learning across the different in-country projects. This could be understood as the project's 'regional' dimension. NET-MED Youth sought to achieve four key results:

- **Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations in each of the ENP South countries are supported** and operating for a systematic and structured mobilization of youth around common themes and challenges.
- **Capacity-building** in order to empower young women and men **to participate in reviewing and revising national legislation on youth**, to advocate for the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies where they exist.
- **Ensuring a fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media** (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth *vis-à-vis* national policies and programmes across various sectors
- **Facilitating a watchdog role played by youth organizations for improving the design, implementation and evaluation mechanisms** (access, effectiveness, efficiency and equity) **of policies, strategies and programmes** that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

Intervention Logic (IL)

8. The overall objective of the NET-MED Youth project has been 'to contribute to the creation of an enabling environment for young women and men in the beneficiary countries to develop their competencies, exercise their rights and meaningfully engage as active citizens, particularly in decision-making relating to political, social, economic, educational and cultural policy and planning processes'⁹³.

⁹³ NET-MED Youth Year 1 report.

⁹⁴ Details concerning the co-financing are processed by UNESCO. Exact share will only be determined at the end of the Project for reporting purposes based on real expenditures.

9. The overall objective of the project relates to the project's set of intended results:

- Expected Result 1: Inclusive, transparent, gender and disability sensitive and proactive **youth networks/organizations** in each of the ENP South countries are **supported and operating** for a systematic and structured mobilization of youth around common themes and challenges.
- Expected Result 2: **Capacities are built** in order to empower young women and men to **participate in reviewing and revising national legislation on youth**, to advocate for the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies where they exist.
- Expected Result 3: **A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured** (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth *vis-à-vis* national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).
- Expected Result 4: **A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms** (access, effectiveness, efficiency and equity) **of policies, strategies and programmes** that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

10. The inputs of the Project (financial contributions) are (from the total of 9,633,333 EUR): 8,750,000 EUR EU contribution, 883,333 EUR (10%) co-financing contribution from other donors as well⁹⁴.

11. A wide range of activities has been implemented, with an emphasis on supporting the development of enabling environments for youth and the capacities of young people to play an active part in the spheres covered by the Project.

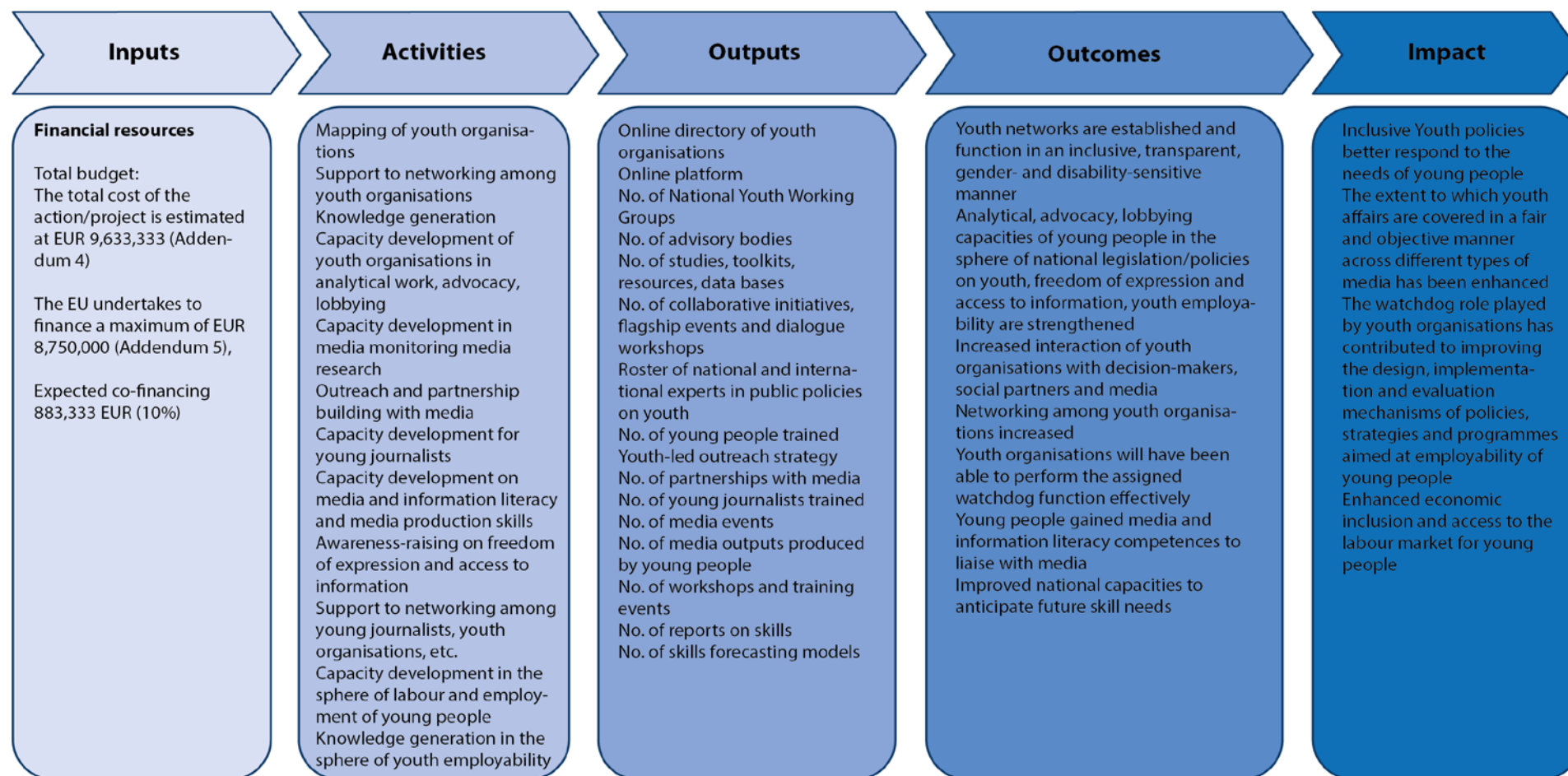
12. The Outputs of the Project have included the establishment of the networks themselves, as well as the studies, toolkits, capacity-building materials, online resources, etc. produced as a result of the Project's work. They have also included the range of events conducted by the Project, and the visibility activities of the

Project.

13. The following **intended impacts** of the Project have been discerned in the reconstruction of the Intervention Logic:

- Youth networks/organizations are reinforced and better equipped to operate for a structured mobilization around themes and challenges affecting them;
- Youth policies are developed with involvement of youth to better respond to the needs of young people;
- The extent to which youth affairs are covered in a fair and objective manner across different types of media has been enhanced; The watchdog role played by youth organizations has contributed to improving the design, implementation and evaluation mechanisms of policies, strategies and programmes aimed at employability of young people;
- There is enhanced economic inclusion and access to the labour market for young people.

RATIONALE: “To contribute to the creation of an enabling environment for young women and men in the beneficiary countries to develop their competencies, exercise their rights and duties, and meaningfully engage as active citizens, particularly in decision-making relating to political, social, economic, educational and cultural policy and planning process”.



ASSUMPTION

- The political and security situation in all countries will allow the smooth implementation of the project
- The partners involved (the UN and community-based organisations and civil society organisations working on youth issues) are committed to participate in all activities throughout the duration of the project
- National youth organisations are interested in networking together and joining forces in order to better advocate their causes.
- Larger youth organisations do not overwhelm smaller rural youth organisations and disempower them.
- Advocacy efforts lead to changes in laws and improved access to resources for young people
- Youth organisations linked to political parties do not attempt to hijack the project.

ER 1: Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.
Activity 1: Preparation of a comprehensive online regional directory of youth organizations in each of the 10 ENP South countries, comprising of information for each country and taking stock of previous similar exercises carried out or being carried out.
Output/deliverable N°1.1: Comprehensive national and regional mapping of youth organizations capitalizing on existing mapping/data on youth organizations
Activity 2: Support/consolidation of existing national networks of independent youth organizations in at least 7 of the 10 ENP South countries and establishment of working groups at national level covering the three relevant themes of action.
Output/deliverable N°1.2: Technical workshops for members of national youth networks/organizations to strengthen or revise their status or modus operandi to ensure balanced gender and disability sensitive representation
Output/deliverable N°1.3: Establishment of working groups on Youth and Media, Youth and Employment, Mainstreaming Youth Issues in National Legislation
Output/deliverable N°1.4: Biannual meetings of the coordination committee members in the participating countries
Output/deliverable N°1.5: Kick-off event and closing event of the programme organized to launch the programme and working groups, promote their sustainability upon the Project's closing and stimulate partnerships between youth organizations, media actors and other relevant stakeholders
Activity 3: Development, launch, and extensive promotion of a new – comprehensive, full-featured, tri-lingual (English, French, Arabic) – online platform based on open technologies. Accessible to persons with disabilities. Tested for unimpeded access in all 10 countries on PCs and mobile phones.

Output/deliverable N°1.6: The results of the national and regional mapping (output 1.1) are published on the online platform
Output/deliverable N°1.7 Online communities created on the online platform to serve youth organizations from the region with multiple options for exchange and sharing of practices, as well as for participatory decision making and coaching/mentorship, including the option of connecting via mobile application practices
ER 2: Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies when they exist.
Activity 4: Analysis of the situation of youth and youth issues, including in terms of existing relevant policy provisions in each of the 10 ENP South countries
Output/deliverable N°2.1: Contextual & stakeholders' analysis (cross-sectoral, disaggregated, comparative and intercultural) of the situation of youth and youth issues
Output/deliverable N°2.2: Policy analysis and identification of policy recommendations in each of the 10 ENP South countries
Activity 5: Capacity development of youth organizations and concerned stakeholders to develop/review/revise and implement inclusive public policies on youth
Output/deliverable N°2.3: Targeted training of youth organizations on: i) How to engage and sustain national dialogue and collaboration between public authorities, youth and concerned stakeholders for the development/revision of public policies on youth and corresponding action plans ii) How to foster political participation, leadership and negotiation skills iii) How to develop, strengthen and operate inclusive youth representation structures at national level
Output/deliverable N°2.4: Targeted training of line ministries, public authorities and institutional partners on how to develop and how to operationalize public policies on youth and corresponding action plans, with an inclusive participation of youth organizations at all stages of the process

Activity 6: formulation of, and advocacy on, policy provisions and related action plans, with the participation of youth in 5 ENP South countries (based on the analysis foreseen in activity 4)
Output/deliverable N°2.5: Policy provisions affecting youth and corresponding action plans formulated with the participation of youth
Output/deliverable N°2.6: Policy provisions and corresponding action plans presented to national legislators and supported by an advocacy plan, developed for their implementation, by national youth structures
ER 3 A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).
Activity 7: Capacity-building to monitor coverage of youth news, rights, achievements, perspectives, as well as youth representation, in mainstream news media (TV, radio, newspapers, magazines, etc.)
Output/deliverable N°3.1: Regional training of trainers on media monitoring strategies is organized for the core members of the national Youth and Media working groups together with young journalists from different ENP countries, focused on monitoring coverage of youth news, rights, achievements, perspectives and youth representation in mainstream media. A regional action plan is developed.
Output/deliverable N°3.2: Training sessions on media monitoring strategies held on a national level, development and implementation of national action plans for media monitoring actions
Output/deliverable N°3.3: National Youth and Media working groups jointly coordinate a survey of youth perceptions of national and regional media

Activity 8: Design and implementation of an active outreach strategy to encourage mainstream media to become more supportive of youth perspectives and positioning vis-à-vis national policies and programmes; to regularly showcase youth news and achievements and feature youth voices that are otherwise confined to social media alone; and to increasingly interact with young men and women
Output/deliverable N°3.4: Outreach actions implemented both by the national Youth and Media working groups as well as by youth organizations themselves (through micro-projects for which they will be directly responsible), to encourage mainstream media's coverage of youth news, rights and achievements
Output/deliverable N°3.5: Partnerships with traditional and community media, to enhance interaction with youth (including through the innovative use of ICTs)
Output/deliverable N°3.6: Media campaign prepared and executed jointly by the national Youth and Media working groups, on youth-friendly legislation and other issues of key relevance to youth
Output/deliverable N°3.7: Constant support is provided by the national Youth and Media working groups to the working groups on Mainstreaming Youth Issues in National Legislation (towards influencing/improving legislation) and the working groups on Employment (to feature youth concerns regarding the right to employment and other key issues)
Activity 9: Fostering media information literacy, awareness of freedom of expression, and media production skills among young men and women; thereby building their capacities to critically and effectively engage with media and information providers, and strengthening their advocacy and monitoring efforts regarding youth strategies/policies
Output/deliverable N°3.8: Regional training of trainers is organized for the core members of the national Youth and Media working groups, on Media and Information Literacy, freedom of expression principles/advocacy and involvement in media production.

Output/deliverable N°3.9: Capacity building efforts to enhance MIL, awareness of freedom of expression, and youth involvement in media content production are undertaken on a national level, tools and resources are adapted, produced and deployed in support of these efforts
Activity 10: Enhancing professional capacities among young journalists, bloggers and citizen journalists; to support young men and women's expression and watchdog role regarding strategies/policies affecting them
Output/deliverable N°3.10: Skills are reinforced among young journalists from ENP South countries (with special attention paid to the needs of young women journalists); through enhanced journalism curricula, training, mentorship and actions contributing to expand their job opportunities
Output/deliverable N°3.11: Young citizen journalists and bloggers from ENP South countries strengthen their capacities regarding journalistic methods and ethics, ensuring their safety and rights, as well as regarding advocacy strategies to influence the development of legislation and regulation in their countries; with special attention paid to the needs of young women citizen journalists and bloggers
Output/deliverable N°3.12: Creation of an expert hub (speakers' bureau), facilitating connection between media, youth networks and youth organizations on a regional and national level with well-renowned experts and other personalities in fields of interest to youth
Activity 11: Strengthening South-South and North South interaction and exchange between youth organizations, young journalists, bloggers and citizen journalists
Output/deliverable N°3.13: Face-to-face and virtual experience sharing and networking facilitated at the regional level among young journalists, bloggers and citizen journalists from ENP South countries, as well as with their peers in Northern ENP and EU countries
ER 4: A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

Activity 12: Comprehensive national diagnoses of skills development, transitions and business creation policies and programmes targeting youth at national and regional levels, and analysis of persisting barriers to work, projections regarding the regional workforce and employment requirements and related policy recommendations
Output/deliverable N°4.1: Comprehensive national diagnoses of barriers to work for youth and projections regarding the regional workforce and employment requirements, and policy recommendations provided
Output/deliverable N°4.2: Organization of seminars targeting youth associations at national and regional levels to share experiences regarding youth transitions and employment programmes and promising approaches in involving youth in decision-making; the main conclusions are posted on the online platform
Activity 13: Assess and develop the networking, planning and leadership capacities of selected youth organizations to ensure their active participation in the design and governance of skills development, transitions and employment programmes
Output/deliverable N°4.3: Diagnosis and analysis of the capacity development needs of youth organizations
Output/deliverable N°4.4: Capacity development, at regional and national levels, of selected youth organizations, including training in advocacy techniques, support in organizing and interacting with stakeholders' (including employers') organizations, on skills development, employment and business creation issues
Activity 14: Launch of regional and national campaigns led by the national working groups on Youth and Employment in close cooperation with youth organization networks, aiming at improving the business and employment environment with regard to youth and increasing representation of youth organizations in employment and skills development governing entities
Output/deliverable N°4.5: Regional and national communication campaigns regarding the right to a pro-youth skills development, labour and business environment for youth, led by the national working group on Youth and Employment in close cooperation with youth organizations network, training providers, universities and other local structures

Output/deliverable N°4.6: Series of advocacy actions led and implemented by youth organizations targeting public services, social partners and other relevant stakeholders for increased involvement of representatives of youth organizations promoting gender equality, in employment and skills development governing entities

C.KEY DOCUMENTS CONSULTED

TYPE OF DOCUMENT	NAME
Key Documents	Action Fiche for Networks of Mediterranean Youth (2013)
	NET-MED Youth - Project Document (2014)
	Inception Report, 2014
	Progress Reports Year 1, 2014
	Progress Report Year 2, 2015
	Progress Report Year 3, 2016
	Progress Report Year 4, 2017
	Final Report, 2019
	Terms of reference for the EU Evaluation of regional projects focusing on culture and youth in the Neighbourhood South (2018)
	UNESCO Mid Term Strategy 2014-2021
	UNESCO Operational Strategy on Youth, 2014-2021
	Mid-term Review of the UNESCO Operational Strategy on Youth 2014-2021
	UNESCO Strategy for Technical and Vocational Education and Training 2010-2015
	UNESCO Strategy for Technical and Vocational Education and Training 2016-2021
	Media monitoring sub-regional report
	Forecasting Youth Skills Needs
	Regional Synthesis Report on Skills Forecasting in the Mediterranean Region
	Synthesis of the Regional Review of Youth Policies in 5 Arab Countries
	SIDA Evaluation report
	NET-MED Project Jeunesse Résumé Nov 2014
	NET-MED Youth Project Summary Nov2014
	Project Doc NET-MED Youth_6 December 2013_Final version
Communications and Visibility Documents	Communication and Visibility Strategy
	Net-Med Youth Brand Guidelines

Promotional material & media	Agenda - Retreat in Marseille
	Agenda Event - Creating the Future 2017
	Infographic - 2016 in review
	Link to all NET - MED Youth videos
	Media Review 2015-2018
	NET-MED Youth Leaflet - Co-financing
	NET-MED Youth Flyer_English_2015
	Newsletter 2014 Tunisian-Libyan Youth Forum
	NMY Brochure 2016
	NMY Brochure 2017
	NMY feedback highlights - Jordan
	NMY Flyer 2018 - Digital Version
	Youth Forecasting brochure
CI Studies	Media Monitoring Sub-regional report
	Forecasting Youth Skill Needs
	NET-MED Youth Project Employment Component Palestine
	Regional Synthesis Report on Skills Forecasting in the Mediterranean Region
	Skills Forecasting in the Mediterranean Region
Relevant Documents	Sida Final Evaluation Report
	Youth Employment in the Mediterranean
Selected Speeches	EU Statement at Session III of the 2016 OSCE Mediterranean Conference
	Speech DG_European Parliament_March 17
SHS Studies	Executive Summary Youth online engagement
	Synthesis Review of Youth Policies
Strategic Regional Events	
Brussels Adocacy Event_September 2018	Agenda Creating the Future
	NET-MED Youth Briefing and Key achievements
	NET-MED Youth Key Impact
	NET-MED Youth Key Moments
	Net Med Youth-Press Kit
	Press release NET-MED Youth Sep 19
	Press Review Creating the Future of the Mediterranean

Coordination and Strategic Planning Workshop Beirut July 2015	Final Report
EU Conference on Youth Peace and Security May 2018	Summary Report - EU conference
NMY Strategic Evaluation and Planning Retreat Marseille April 2017	Report
Regional Media and Information Literacy Week 2017	Mission report
Regional seminar "Research on youth in the Maghreb and beyond: marginalities and opportunities", March 2017	Report
Regional workshop "Cultural heritage and identity: an Arab youth perspective", March 2017	Concept note
Regional workshop "Rethinking youth policies and role in the Arab region", June 2018	Final Report
Strategic subregional workshop: Youth in Media, Maghreb Cluster (April 2016)	Report
Subregional Media Monitoring Workshops, Dec 2014 and March-April 2015	
- Beirut: March- April 2015	Report MENA Media Monitoring Workshop Media Monitoring
	Report by UNESCO/NET-MED YOUTH Sub-regional training on Media Monitoring Beirut
- Tunisia: Dec 2014	Report
Algeria	
	UNESCO (undated): NET-MED Youth project: Country progress report (Year 1), Algeria
	UNESCO (undated): NET-MED Youth project: Algeria country progress report, 1 February 2017-31 December 2017
	UNESCO (undated): NET-MED Youth project: Country progress report (Year 3), Algeria
	UNESCO (2015): NET-MED Youth, Réseau de la jeunesse Méditerranéenne, Plan d'action : Algérie, adopté par les autorités Algériennes Note de debriefing (2018)
Israel	
	Activity Summary of the Israel NET-MED Youth Project, 2017

	Employment Group – Position Paper
	Survey of young adult's perception and attitudes regarding media coverage in Israel
	Arab and Orthodox Young Adults in Israel, 2015
	Survey of Professional Workers, NET-MED, 2018 – Position Paper
	Public Policy Group – Position-Paper The Confidence Crisis in the Government and the Inequality Problem among Young People in Israel
	Skills Forecasting in Israel - Preliminary Results
Jordan	
	National Youth Strategy (2017-2025) - Social Media Research and Campaign - Final Technical Report
	Assessing the Broader Youth Environment in Jordan
	Stepping Forward - Proposed pathways for the organisational development of the Coalition of National Youth Organisations in Jordan
	National Youth Strategy Social Media Based Research, 2017
	Assessing the broader youth environment in Jordan
	Organizational Analysis Report – Ministry of Youth – OECD/UNESCO
	Strengthening Local Opportunity Providers through FORSA Outreach
	A Qualitative Media Content Analysis - Evaluation of the Coverage of Youth Issues in Jordanian Media with a Focus on Employment and Gender
	Investigative Reporting of Youth Unemployment Issues
	Jordan Youth Media Perception Survey Ages 18 -29
	Supporting Online Learning and New Income Opportunities for Youth
	AIESEC – SpeakUP – Project Report
	Sustaining Quality Education & Promoting Skills Development Opportunities for Young Syrian Refugees in Jordan
	Analytical Review of Existing Tools and Mechanisms of Labour Market Analysis in Jordan – Assessment of the Status of Changing Skill Needs in the Labour Market in Jordan
	Internships in Jordan: Perceptions and Attitudes Towards an Untapped Resource.
Lebanon	
	Country progress report 2014
	Country progress report 2015
	Country progress report 2016
	Country progress report 2017

	Global Forum on Youth, Peace and Security, Final Report, 2015
	Sub-Regional Workshop on Media Monitoring Techniques « Youth in the Media », 2015
	A two day workshop on “Project management: Youth and Social Cohesion through inter-cultural dialogue in Lebanon”
	Skills Forecasting in the Mediterranean Region, UNESCO, Paris, 9-10 June 2015, Workshop Report
	Youth Forum for Citizenship Initiatives, report 2016
	YOUTH AND LOCAL GOVERNANCE, A Series of Training Workshops Towards Building an Effective Youth Council, Evaluation report
	Survey on the Knowledge, Attitudes and Perceptions of Youth regarding Mass Media in Lebanon
Libya	
	ACTED - Network of Mediterranean Youth Libya Capacity building sessions and projects – Final report
	Libya Youth Support Strategy 2015-2016
	UNFPA Net-Med Libya Project report 1
	UNFPA Net-Med Libya Project report 2
	UNFPA Net-Med Libya Project report 3
Morocco	
	NET-MED Youth Project – Progress Report
	Dynamique des organisations de jeunesse dans le suivi de la politique publique intégrée de la jeunesse 2015-2030
	Décode la h@ine! Jette la violence! Guide de Prévention Contre les Discours de Haine en Ligne à l'Usage des 12-18 ans
	Country Work Plan
	Stratégie National Intégrée de la Jeunesse 2015-2030 – Pour une jeunesse citoyenne, entreprenante, heureuse et épanouie
	Les Jeunes dans Médias Marocains – Rapport d’observation
Palestine	
	Survey on Youth and Media in Palestine, 2017
	Youth Organizations in Palestine, 2017
	Mapping Study of Youth Organizations in Gaza, 2015
	National Youth Strategy 2017-2022 , 2017
	Youth in Palestinian Media - Media Monitoring Focused on a Sample of Television Channels, 2017
	First Skills Forecasting Model in Palestine, 2017

Tunisia	
	UNESCO (undated): NET-MED youth project, Country progress report, 1 February 2017-31 December 2017
	UNESCO (undated): NET-MED youth project, progress report (Year 3), 1 August 2016- 31 January 2017
	UNESCO (undated): Networks of Mediterranean Youth, NET-MED Youth, Update of intermediate progress report, contribution agreement ref- ENPI/2013/336-027, Year 2
	UNESCO (undated): NET-MED youth project, Tunisia progress report (Year 1)
	UNESCO & Délégation de l'Union Européenne (2014) : Annex 11-NET-MET Youth évaluation des besoins en Tunisie
	UNESCO (2014): Annex 11- NET-MED Youth work plan
	UNESCO (2017): Les jeunes dans les médias Tunisiens, rapport d'observation
	UNESCO (2017) : Cartographie des projets d'éducation aux médias et à l'information en Tunisie
	UNESCO (2017) : Appel à projets 'Patrimoine culturel et engagement civique des jeunes'
	UNESCO (2017): Communiqué de presse: La cérémonie de restitution du projet l'observatoire collaboratif du patrimoine
	UNESCO (undated): Présentation des projets Tunisie
	UNESCO (2018) : Série de l'UNESCO : Les jeunes et la participation démocratique : Organisation de jeunesse en Tunisie : Quelles compétences pour une participation politiques renforcée ?

D.LIST OF KEY INFORMANTS INTERVIEWED

NAME	ORGANIZATION	TITLE/ROLE
HQ		
Nada Al-Nashif	UNESCO	Assistant-Director General, SHS
Alexander Schischlik	UNESCO	Chief of Section SHS
Souria Saad-Zoi	UNESCO	Manager of NET-MED Youth, SHS
Claudia Maresia	UNESCO	Member of Coordination Team
Margarida Tor	UNESCO	BSP, Programme Specialist
Ahmed Zaouche	UNESCO	Regional coordinator SHS
Rosario Soraide	UNESCO	Regional Coordinator CI
Hélène Guiol	UNESCO	Regional Coordinator ED
Emilie Dejasse	UNESCO	Communication Officer
Vincent Defourny	UNESCO	Director, Division of Public Information (ERI)
Andrea Cairola	UNESCO	CI, Programme Specialist
Magnus Magnusson	UNESCO	Director, Partnerships & Outreach, SHS / Recommended
ALGERIA		
Nacim Filali	UNESCO	National coordinator
Ahmed Benzelika	Algerian National Commission - UNESCO	President of the communication committee
Nawel Guellal	Human development network	Director
Nadia Bouhara	Algerian National Commission - UNESCO	General secretary by interim
Lila Melouane Boukabous	Ministry of Youth and Sports	Director of youth organisations, partnership promotion and inter-sectoral work
Maya Radia Gouini	Ministry of Youth and Sports	Director of studies and analysis and advisor to the Minister
Lalia Behidj	Algerian radio	Director of international cooperation
Groupe de travail NET-MED Youth Algérie		
ISRAEL		
Niva Reem	COLLOT BANEDEV Association - Sapir College in Sderot	CEO

Yuval Gozansky	UNESCO / Sapir College in Sderot	National Coordinator
Michal Shohat	UNESCO / Sapir College in Sderot	Assistant Coordinator
Elisheva Sabato	Ministry for social equality	Head of the Youth Authority
Dalit Atrakchi	Israeli Committee for UNESCO	Secretary-General and Senior Director external relations within the Ministry of education
Tali NIR	121 Association – an engine for social change	CEO
JORDAN		
Dania Dirani	UNESCO	National Coordinator
Costanza Farina	UNESCO	Director UNESCO Office in Amman
Ziad Obeidat	Ministry of Planning and International Cooperation	Acting Secretary General
Rana Taher	Tammey for Human Development	Co-founder/Project Manager
Leana Islam	UNFPA	Youth Programme Analyst
Sami Hourani	Leaders of Tomorrow	Founder/CEO
Mohammad Amoush	Princess Basma Youth Resource Centre	Director
Muin Khoury	MUIN KHOURY & PARTNER CO. STRATEGIES RESEARCH	Pollster/Analyst
Ian Brandweiner	OECD	Policy Analyst
LEBANON		
Lama Tabet	Chabibeh	Project coordinator
Mona El Zoghbi	UNESCO	Former National Coordinator
Cynthia Khalil	UNESCO	National Coordinator
Christiane Jeitani	Lebanese National Commission for UNESCO	National Coordinator of UNESCO Associated Schools and Clubs
Leila Abboud	StartLine Foundation	Advisor of the Arab Federation of UNESCO Clubs
Hoda Bitar	NGO, Women empowerment Lebanon - Mentor – Mirco Mentor	Empowerment & Entrepreneurship Certified Trainer
Salim Shehadeh	UNESCO	Programme Specialist (TVET/ESD)
George Awad	UNESCO	Program Specialist CI
Seiko Sugita	UNESCO	Programme Specialist- Social and Human Sciences

Elissar Naddaf	Advisor to the Minister of Information	MOI
LIBYA		
Khadija Ali	Former national coordinator	Former national coordinator based in Tripoli
Saeed Shbian	Director of International Cooperation Department	Youth and Sports authority
Michael Croft	Former Director based in Tunis	Former Representative and Director previously based in Tripoli then Tunis. Now in Asia
Nada Feituri	Writers of Benghazi	Active member of the NET-MED Youth
Fathia Swadeq	Libya Sustainable Development Network	Active member of the NET-MED Youth
Mohamed Abu snaina	Dialogue & Debate Club (DDC)	Participant in public policies training
Abdulbari Youssef Lmouchi	National Center for the Support and Development of Student Capacities	Micro project implementing NGO, funded through NMY
Ahmed Ezzedine	Rawahil Organization	Active member of the NET-MED Youth
Fatma Omar Ben Ibrahim	Y-Peer Libya	Participant in public policies training
Abdalla al Dahash	Y-Peer Libya	Participant in public policies training
Ahmad Shrif	Lifemakers Association - Libya	Micro project implementing NGO, funded through NMY
Omar Baddreddin Abugharsa	Libyan Youth Voice Organization (LYVO)	Participant in public policies training
Mohamed M. Busneina	Tanarout club / Rugby 2018 / Ideas Drivers	Participant in public policies training
Salah Aldin Salheen Khalifa	Impact "اثر" Societal Development Organization	Participant in public policies training
Farah H Greiw	H2O/ Sama	Participant in public policies training
MOROCCO		
Zoubida Mseffer	UNESCO	Coordinatrice nationale
Rim Baji	UNESCO	CI Program coordinator (ER3)
Philippe Maalouf	UNESCO	ED Program Specialist (ER4)
Mohamed Leghtas	Ejousour/FMAS,	Partenaire de mise en œuvre (ER3)
Driss Ksikes	HEM, SAHWA Program	Directeur de ECONOMIA
Jamal Bakhti	HCP	Directeur de la planification (HCP)
Maha Sano	Association Badira	Bénéficiaire fonds NETMED
Laetitia Graux	Délégation de l'Union européenne	Point focal NMY

Hicham Rachidi	Délégation de l'Union européenne	Expert UE en charge de l'analyse et du diagnostic en vue de l'élaboration de la stratégie d'appui de l'UE au Maroc en matière de jeunesse
Ahmed Rizki	Association Jeunes pour Jeunes	
Ibtihal Benharoual	Institut Prometheus	
Aziz Sakri	Action Jeunesse – Forum des Alternatives Maroc	Working group ER 1 and 2
Mostafa Yahyaoui	NET-MED ER2 facilitator	Consultant
PALESTINE		
Nizar Basalat	Higher Council for Youth and Sport	Head of Planning and Policy Setting Department
Islam Abu Ghosh	Higher Council for Youth and Sport	International Relation Department
Reema Khalil Salem	UNESCO	National Coordinator Gaza
Majd Beltaji	UNESCO	National Coordinator West Bank
Hala Tannous	UNESCO	Communication & Information Focal Point
Sonia Ezam	UNESCO	Senior Programme Officer\ Education
Sharek Youth Forum	NET-MED Youth Working Groups (West Bank)	
Leaders Organization	NET-MED Youth Working Groups (West Bank)	
PYALARA	NET-MED Youth Working Groups (West Bank)	
Arab World for Research and Development	NET-MED Youth Working Groups (West Bank)	
Palestine Economic Policy Research Institute (MAS)	NET-MED Youth Working Groups (West Bank)	
Filastiniyat	NET-MED Youth Working Groups (West Bank)	
PalVision	NET-MED Youth Working Groups (West Bank)	
Social Media Club	NET-MED Youth Working Groups (Gaza)	
Social Developmental Forum	NET-MED Youth Working Groups (Gaza)	
Nisaa FM	NET-MED Youth Working Groups (Gaza)	
Theatre Day Productions (TDP)	NET-MED Youth Working Groups (Gaza)	
Gaza online Network	NET-MED Youth Working Groups (Gaza)	
Aisha Association for Women and Child Protection	NET-MED Youth Working Groups (Gaza)	
PYALARA Gaza Office	NET-MED Youth Working Groups (Gaza)	
Media Youth Network	NET-MED Youth Working Groups (Gaza)	
Press House	NET-MED Youth Working Groups (Gaza)	

Sima Alami	UNFPA	Youth Programme Officer
Wesam Nakhleh	Ministry of Education	Director General of TVET
Anwar Zakariya	Ministry of Education	Head of Development Center
Nidal Ayesh	Ministry of Labour	Director General of TVET
TUNISIA		
Salma Negra	UNESCO	Coordinatrice nationale
Khedija Mestiri	UNESCO	Assistante de projet
Kamel el Arbi	Government	Directeur de la jeunesse Ministère de la jeunesse
Houcem Boukef	MUSEUM LAB	
Emin Turki	EDIFICES & MEMOIRES	
Amirouche Nedjaa	Partenaire de mise en œuvre	
Fatma Louatj	Partenaire de mise en œuvre	
Fakher Zaibi	ONEQ/ Ministère de l'emploi	
Nour Kaabi	Association Jamity	Bénéficiaire fonds NET-MED Youth
Nabil Ben Nacef	Délégation de l'Union européenne	Point focal NMY
Abdelaziz Bousleh	Bénéficiaires NET-MED	
Elyess Guerhazi	Bénéficiaires NET-MED	
Saddem Jebali	Bénéficiaires NET-MED	
Fathi Touzri	Expert NMY	
EUROPEAN COMMISSION		
Michael Docherty	DG NEAR	EU Programme Support Officer in North Nicosia
Miryam Ibanez-Mendizabal	DG NEAR	EU Representative Office in West Bank and Gaza
Klara Srbova	DG NEAR	Programme Officer
Laetitia Ricklin	DG NEAR	Task Manager for Culture and Civil Society, Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR)
Peter Torda	EUROPEAN EXTERNAL ACTION SERVICE (EEAS)	Policy Officer – Multilateral relations
Jerry Vandeveld	OPEN NEIGHBOURS SOUTH	Team Leader and Programme Coordinator
Paolo Fontani	UNESCO	Director of the Liaison Office in Brussels and Representative to the EU Institutions

Karim Saafi	Co-chairperson of the African Diaspora Youth Forum	
PARTNERS (at the Closing Ceremony Brussels, 19 November 2018)		
Adel Bouragzene	Algiers, Algeria	President of INSAF NGO
Meriem Chikirou	Algiers, Algeria	Director of SHAREK
Danielle Khouja Moussa	Beirut, Lebanon	Beirut Marathon Association
Aya Aghabi	Amman, Jordan	Accessible Jordan
Anas Rawashdeh	Amman, Jordan	Founder and Executive Director of Drabzeen Human Development
Aziz Sakri	Rabat, Morocco	National coordinator of the Chabab Time Organization
Ibtihal Benharouel	Rabat, Morocco	Representative of “Prometheus Institute for Human Rights and Democracy”
Nour Kaabi	Tunis, Tunisia	Executive Director of Jamaity
Abdelaziz Bouslah	Tunis, Tunisia	Active member of NET-MED Youth and “Reseau EuroMed France”
Raghad Khawaja	Ramallah, Palestine	Project assistant at Sharek Youth Forum
Farah Greiw	Tripoli, Libya	Co-founder of “Sama Youth Foundation”
Ikram Hujeirat	Tel-Aviv, Israel	Collective Impact: The Partnership for a Breakthrough in Arab Employment
Shani Landau	Tel-Aviv, Israel	CSOs
Mehdi Benkhouja	Morocco, Netherlands	Coordinator of the National Platform for the Protection of Migrants and deputy representative of “Avocats Sans Frontières”
Mona Betour El Zoghbi	Beirut, Lebanon	Former National Coordinator Lebanon
Nada Elfeituri	Tripoli, Libya	Libyan SDG Network
Sami Alalul	Palestine	Leaders International
Hatem Bejar	Tunisia	Vice-president of the Edifices & Memoires Association

quantitative data already available in existing documentation. Methods included, inter alia, documentary review; semi-structured interviews; questionnaire survey with stakeholders and observation.

6. The above graph illustrates the relationship between all the evaluation and data collection tools.

1. Documentary Review

7. Secondary source data covered different kinds of existing information. This included (not limited to):

- Document and literature review of theoretical approaches and research evidence on interventions to build capacity; on youth psychology; on organizational learning and management of change; other evaluation reports and other relevant social, economy, research and political issues
- Region/country specific analyses and studies
- Organization specific documents and information (UNESCO entities, various governmental bodies, youth organizations)
- Policy decisions including background documents
- Background documentation of UNESCO's youth agenda
- Information produced by UNESCO's youth actions (e.g. reports, policy documents)

2. Interviews and Focus Groups

8. The main source of data were the individual and collective semi-guided interviews where respondents were given the opportunity to present their experience on the NET-MED Youth Project and provide valuable responses to be considered for the triangulation of findings.

9. The interviews allowed gathering information at country level and project level following interview protocols available in Annex F to the present report.

10. In other cases and wherever feasible, the evaluators made use of focus groups to gather data on some specific themes, either with one category of stakeholders to confront the various experiences or with different stakeholders to gather a broader understanding of a specific topic. This has been the case during the Closing Ceremony in Brussels on 19 November 2019.

11. The interviews were organised following country-based 'itineraries' prepared in consultation with UNESCO and national focal points. The itineraries should follow the stakeholder consultation strategy described in point 7.8.

12. The protocols were designed to streamline data collection and provide similar data across all interviews while not being too directive in an effort to allow for capturing of and adaptation to various national contexts. The topics covered in the interview protocols were derived directly from the evaluation matrix presented in Annex G.

13. The interview protocols were used in all eight countries (Algeria, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia) plus in project level and other interviews in HQ and Brussels.

3. Stakeholder Consultation Strategy

14. Within the limits of the available time and resources allocated for evaluation, the consultation strategy sought to achieve comprehensive and balanced engagement with all relevant stakeholder groups, including and especially with the young people who should have participated and essentially led the NET-MED Youth process. Special emphasis was paid to those groups of young people that are specifically mentioned in the expected results of the Project. Stakeholders involved in all aspects of the project development, coordination, implementation, and stakeholders/beneficiaries leading and simultaneously experiencing the Project results, were included in the evaluation process. Outreach to stakeholders was conducted in line with the data collection methods described. Access to respondents was facilitated by UNESCO and its local implementation partners (this was particularly important during the field missions, given the compressed time-scale of 2 working days per field mission).

15. In relation to stakeholder consultations, it was necessary to differentiate between two levels at which the Project has been conceptualised and delivered. The first was the level of the Project itself, which was conceptualised as a regional, as well as national-level intervention. The second was the level of the national projects, each of which developed within the NET-MED Youth general framework, but which differed considerably according to local circumstances and context.

16. Hence, the evaluation had two de facto stakeholder consultation strategies. The first related primarily to the Project as it was developed by UNESCO with a regional perspective in mind, with relevant stakeholders representing UNESCO and the donors, as it was coordinated at that level, and how the national level projects related to the regional project and eventually also to each other. The second related primarily to the national level projects implemented in eight countries in parallel.

This consultation strategy was achieved primarily through the field missions to the countries. Where for security reasons in-person visits were not possible, the ET conducted remote enquiries with the support of the relevant UNESCO coordinating office or presence.

17. The following lists the different stakeholder groups that were included in consultations at each of the two levels.

18. Key informants at the **project level**:

- UNESCO Staff involved in initial conceptualisation development and ongoing coordination, monitoring and / or evaluation of the Project
- UNESCO Staff involved in any transversal activities developed as 'regional' activities within the Project
- UNESCO Staff engaged in the development of the partnership with the main and any smaller scale project-level donors, and any other inter-institutional relations relevant to the Project's ongoing development and / or follow-up
- Representatives of any multilateral or regional organizations involved in the conceptualisation and implementation of the Project, especially those responsible for the Project on the part of the European Union (main donor)
- 'Expert' organizations that have been involved in implementation of the Project in any capacity

19. Most of the stakeholders based in Paris were interviewed face-to-face during the ET's regular visits to Headquarters. Those stakeholders located elsewhere, were consulted during field mission and /or consulted remotely.

UNESCO Staff responsible for the Project, NET-MED Youth Coordinators and IOS provided guidance on selecting key informants for this level and facilitated access to such stakeholders.

20. Key informants at **national level**:

- UNESCO Staff at field offices that are coordinating or involved in the implementation of the Project in the participating countries, and representatives of partner organizations given the responsibility for implementation in those countries where there is no UNESCO office presence, including NET-MED Youth Coordinators

- Members of the NMY working groups
- Representatives of (youth) organizations that have received financial support under NMY
- Representatives of any national governmental authorities that have been directly involved in the NMY process in participating countries and which are considered representative for the nature of the process and its potential achievements and impacts
- National Commissions for UNESCO directly involved in the project
- Representatives of the EU Delegations to the participating countries - only in countries where they directly and constructively engaged in the process
- Any other organizations or experts that have been actively involved in the Project and were in a position to speak to its achievements and impact, and to learning from its possible shortcomings in each country

21. In most cases, field visits of two working days were organized to ensure direct consultation with these stakeholders. Remote consultations were organized where the local security situation did not permit consultants to travel. The specific itineraries of each of the field visits differed considerably, given that within one international framework project, each of the country processes differed considerably in terms of participating youth, youth organizations, governmental authorities, other partners, etc. Furthermore, and as the time available for field visits was very limited, special attention was devoted to consultations with the Working Group(s) in each country with the aim of ensuring adequate youth participation in the evaluation.

22. Key informants at the level of national projects were identified with the assistance of the local coordinators of the national projects and other UNESCO staff involved in the Project in UNESCO Field offices in the relevant countries and at Headquarters.

4. Field missions

23. A detailed approach to conduct eight field missions (including one remote mission to Libya, conducted from Tunisia) was elaborated and agreed upon with UNESCO. The field missions allowed to deepen the country-specific information

previously gathered. During the field missions semi-structured interviews and focus group discussions were undertaken, as well as observation of relevant youth-focused activities coinciding with the experts' missions, where possible. Subsequently to each field mission a country fiche was prepared. Field missions informed the elaboration of a fiche for each country as well as a number of thematic insights into project activities.

24. In order to enhance the comparability of information collected and to build a common understanding within the team, questionnaire guidelines and a country fiche template were elaborated in advance and used in all field missions. The priority of the field missions was to generate information from the Member States' perspective on UNESCO's youth-related work and on the cooperation and coordination between UNESCO Paris and field offices; another interesting aspect considered was the cooperation of UNESCO with other donors in relevant fields. The data collection in the field phase complemented the information gathered through the desk research and the interviews with UNESCO staff and stakeholders.

25. The evaluation team carried out the following main tasks related to the field missions:

- i. A complete desk research on available documentation on the implementation of projects with youth relevance in the country to be studied has preceded the field mission
- ii. Interviews with a mix of different stakeholders arranged in cooperation with the regional and national UNESCO field offices; around 10-12 interviews were conducted per country, including implementation partners, national authorities; youth sector representatives/stakeholders, representatives of youth organizations or youth initiatives and other donor organizations; as possible focus groups were arranged including young people – participants of project activities ;
- iii. Feedback session with country project team to discuss outcomes of interviews and focus group discussions;
- iv. A country fiche, structured by the evaluation questions and following a predefined template was produced

26. The schedule of country visits has taken place as described in the following table:

Country	Dates	Expert
Israel	29-31 August 2018	Yael Ohana
Morocco	05-08 September 2018	Yael Ohana
Tunisia	07-10 September 2018	Kimiko Hibri Pedersen
Algeria	12-13 September 2018	Kimiko Hibri Pedersen
Libya	10-11 September 2018	Christophe Dietrich and Mamoun Besaiso (remotely)
Lebanon	21-24 September 2018	Max Fras
Jordan	25-26 September 2018	Max Fras
Palestine	18-20 + 24 September 2018	Mamoun Besaiso

27. In addition, the NET-MED Youth closing conference, taking place in Brussels in November 2018, provided an opportunity for the evaluation team to organize a regional focus group with youth participants.

28. The focus group was run in two groups to allow for easier discussion and to fit the favoured language of the participants. One focus group was conducted in English and the other one was conducted in French. The participants from Israel, Jordan, Lebanon, Libya and Palestine, were taking part in the English-speaking group, and those from Algeria, Morocco, and Tunisia in the French-speaking group.

29. The focus group was facilitated by the Team leader and a senior evaluator and implemented with the use of Mentimeter, an online voting and commenting platform that allowed to engage the participants in the questioning before discussing the item among the group.

c. Validation workshop

30. A workshop was held with the Evaluation Reference Group and other relevant participants in Paris on 30 January 2019. The aim of the workshop was to present, discuss and validate the findings from the field visits, focus group and programme level interviews as well as to present and discuss preliminary conclusions and recommendations.

Analytical approach

1. Units and Levels of Analysis

31. The central 'Unit of Analysis' of the evaluation was the NET-MED Youth Project. The analytical framework contained the following levels of analysis:

- Policy / strategic level, including:
 - EU policy and strategies towards the target region
 - UNESCO strategic priorities (including the Operational Strategy on Youth 2014-2021, and the UNESCO Priority Gender Equality);
 - Policies of the governments of the beneficiary countries
 - Regional level policy documents (covering all countries included in the Project)
- Organizational/institutional level (including civil society organizations, media organizations, government institutions, etc.)
- Community and network level
- Level of individual stakeholders and beneficiaries

32. Revisions - from October 15 onwards, included:

- UNESCO TVET Strategy (to the extent possible and based on by UNESCO HQ Interviewees)
- NMY Visibility and Communication Strategy (to the extent possible and based on by UNESCO HQ Interviewees)

2. Comparative dimensions

33. The evaluation engaged with the following comparative dimensions, as and where appropriate in consideration of the respective contextual differences:

- Comparison of approaches by country
- Comparison by project components across countries
- Comparison by type of activity

3. Modes of Analysis

34. These included:

- Contribution analysis to trace causal linkages, and to assess the extent of the contribution to the results and the contribution to measurable impacts of the Project (wherever possible), including intended and unintended outcomes;
- Stakeholder analysis to examine the perceptions of key stakeholders of the Project;
- Comparison analysis based on the above-mentioned comparative dimensions.

Overarching principles

35. The evaluation adopted the following guiding principles:

- **Participatory approaches** to encourage active involvement and ownership of the evaluation process and results by a range of stakeholders; in particular through participation and sharing of information and draft deliverables with an extended stakeholder group, involving representatives from across all relevant units at UNESCO HQ and project coordinators from all NMY countries in addition to those represented in the reference group established for the purpose of the evaluation.
- **Ethical principles:** The Evaluation was conducted in respect of UNEG Norms and Standards for Evaluation, and adopted a gender–equality, human rights based and culturally sensitive approach for collecting and analysing data. This included the composition of a gender-balanced and culturally diverse evaluation team, the use of gender sensitive interview and focus group protocols as well as gender, human rights and culturally sensitive approaches in eliciting and analysing evidence.

Strengths and Limitations

1. Strengths

36. The main strength of the evaluation was to have been able to conduct field visits to all countries where the Project has been implemented with the exception of Libya for the reasons explained above. This allowed to perform direct observation on site and meet with all the relevant stakeholders through face to face interviews or focus groups.

37. Another strength of the evaluation was the access to an extensive body of

documentation of the Project that allowed for a thorough triangulation of data collected during interviews with project documents and programmatic documents.

38. The possibility to validate the findings and discuss the recommendation with the project team, the extended reference group including relevant staff at UNESCO HQ and from field offices was another clear strength to achieve the purpose of a learning exercise for all concerned stakeholders.

39. Finally, the fact that the country fiches and the final evaluation report were reviewed by the national staff for validation also ensured ownership and adds to the validity of the conclusions and recommendations in the report.

2. Methodological limitations

40. The initial momentum of the evaluation was altered in the early inception phase when the original team leader had to retire from the team. This led to some delays in the early phase of the evaluation. Nonetheless, the methodological and data collection tools developments continued temporarily under the leadership of the ICON-Institute evaluation manager. The selection process of a new highly qualified team leader was completed in August 2018. However, this required rescheduling of some evaluation activities and led to a delay in the finalisation of the assignment.

41. A challenge of the evaluation was also the short time available for interviews in the field as resources only allowed for a two-day mission in each country. In average, the number of interviews carried out in-country was around 12 to 15 with various types of stakeholders. At the same time, some of the relevant documentation at country level was only available after the field visit.

42. The variation in the data collection, despite using the interview protocols consistently led to some variation in the extent of information gathered in some countries, mainly Libya and Palestine where direct observation was not possible. This resulted in some discrepancies in the length and depth of information and structure of the various country fiches.

43. As a very large amount of documentation was provided to be reviewed for the evaluation, the evaluation team had to prioritise the documentation that could be reviewed in-depth and incorporated into the analysis for the final report within the resources available.

44. Finally, another evaluation was conducted under the auspices of the EU a few months before this evaluation. Therefore, the evaluation team had to adopt a cautious approach towards informants in order not to repeat the questioning already

carried out by the EU evaluators, needed to clearly explain the purpose and use of the UNESCO-led evaluation. This said, there was no indication of any fatigue or resistance from informants to take part in interviews.

F. DATA COLLECTION INSTRUMENTS

Interview protocol for UNESCO Staff

Interview Data

Name(s) of the interviewee(s):
Position:
Organization/Sector/Division/Unit :
Regional/Country responsibility:

Interviewer:
Interview date:

Framing questions (to be sent to the respondent in advance)

What has been the nature of the intervention programmed and implemented?
According to you, and before going into more details, what were, in broad terms, the main achievements or main issues faced by the Project?
Could you describe the partnerships and dynamics at play in the NET-MED Youth Project in your country?
How sustainable do you think the interventions outcomes and built networks would be?

Main topics

- EQ1 Enquire about the degree to which the Project integrate into the global, regional and national agenda. At national level, please gather information on specific policies and agenda the Project are aligned with and has contributed to.
Enquire about the degree to which the Project represents the needs and aspirations of youth.
- EQ5 Enquire about the degree to which youth and their structures have been involved in the Project life cycle.
- EQ2 Were the resources made available sufficient for the participation of youth in the Project?
- EQ3 Have there been difficulties in the programming of interventions?

- EQ4. Investigate about the degree to which the Project's results haven't been achieved/ are likely to be achieved and what are the underlying reasons. What were the main successes, main challenges and lessons learned? What will be the impact of the Project on the participation of youth and on youth policies and agendas in the country? What are the potential obstacles for this impact to materialise?
- EQ7. What is the potential for replication/scaling up of best practices? Can you name the three achievements that should be replicated or scaled up?
- EQ8. What were the positive or negative externalities generated by the Project? What are the advantages and challenges of inter-sectoral co-operation within the Project?

Complementary topics

- EQ7. Investigate about the ownership provisions at national, institutional and individual levels. Are the project interventions likely to be further supported by the Ministry or agency?
- EQ3. Have there been delays in the implementation due to lack of staff or funding, or due to other reasons?
- EQ3. To what extent did the Project's communication and visibility strategy influence its effectiveness?
- EQ6. Enquire about the degree to which the Project contributes to the UNESCO global priority – gender equality (both in terms of mainstreaming and specific actions).
- EQ8. Have partnerships with other donors/agencies been sought and established and synergies created? Please name the partnership and describe the synergies.

Additional aspects

Closing question

On what aspects do you think there was/is room for improvement and how. Any recommendations for the future? Comments on any other aspects not covered during the interviews.

Linking question

Who else should I talk to here in your organization or outside to complement what we have discussed?

Wrap-up

Remind the interviewees to send us any evidence related information mentioned during the interview.

End of the interview

Thank the interviewees for the time and contributions. Inform on when the Final Evaluation Report will be available. Give your personal email. Make sure you have the interviewee details.

Interview protocol for institutional partners

Interview Data

Name(s) of the interviewee(s):

Position:

Institution/Organization :

Country:

Interviewer:

Interview date:

Framing questions

What has been the nature of your involvement with the NET-MED Youth Project, UNESCO and the youth organizations involved?

According to you, and before going into more details, what were, in broad terms, the main achievements or main issues faced by the Project?

Main topics

- EQ1. Enquire about the degree to which the Project integrate into the global, regional and national agenda. At national level, please gather information on specific policies and agenda the Project are aligned with and has contributed to.
- EQ4. Investigate about the degree to which the Project's results haven't been achieved/ are likely to be achieved and the underlying reasons. What where the main successes, main challenges and lessons learned?
- What were key enablers and bottlenecks for good/low progress?
- What will be the impact of the Project on the participation of youth and on youth policies and agendas in the country? What are the potential obstacles for this impact to materialise?
- EQ6. Enquire about the degree to which the Project contributes to the UNESCO global priority Gender equality (both in terms of mainstreaming and specific actions

EQ7. What is the potential for replication/ scaling up of best practices? Can you name the three achievements that should be replicated or scaled up?

EQ8. Enquire about the degree to which partnerships have been built and developed.

What is, according to you, the added-value of the NET-MED Youth Project compared to other interventions in the youth sector?

Complementary topics

EQ7. Investigate about the ownership provisions at national, institutional and individual levels. Are the project interventions likely to be further supported by the Ministry or agency?

EQ8. Have partnerships with other donors been sought and established and synergies created? Please name the partnership and describe the synergies.

Additional aspects

Closing question

On what aspects do you think there was/is **room for improvement** and how? Any **recommendations for the future**? Comments on any other **aspects not covered** during the interviews.

Linking question

Who else should I talk to here in your organization or outside to complement what we have discussed?

Wrap-up

Remind the interviewees to send us any evidence related information mentioned during the interview.

End of the interview

Thank the interviewees for the time and contributions. Inform on when the Final Evaluation Report will be available. Give your personal email. Make sure you have the interviewee details.

Interview protocol for Youth organizations/ Youth participants

Interview Data

Name(s) of the interviewee(s):

Position:

Institution/Organization :

Country:

Interviewer:

Interview date:

Framing questions

What has been the nature of your involvement with the NET-MED YOUTH Project, UNESCO and the ministries and public agencies involved?

According to you, what were, in broad terms, the main achievements or main issues faced by the Project?

Could you describe the partnerships and dynamics at play in the NET-MED Youth Project in your country?

How sustainable do you think the interventions outcomes and build networks would be?

Main topics

- EQ1. Enquire about the degree to which the Project represents the needs and aspirations of youth
- EQ2 Do you feel that the resources made available were adequate to meet the aspirations of youth in the course of the Project? If any, what elements were missing?
- EQ4. What do you think are the main results and achievements of this Project?

What were key enablers and bottlenecks for good/low progress?

What will be the impact of the Project on:

- Yourself as a participant/activist
- Young people you represent
- Your (or other) youth organisations involved
- The wider society
- Youth on the policy/political agenda

- EQ5 To which extent do you feel your active participation has been facilitated and how, if at all, has this contributed to your (youth organisations) empowerment and that of other young people and / or youth organisations?
- EQ7. What is the potential for replication/scaling up of best practices? Can you name the three achievements that should be replicated or scaled up?
- EQ8. What were the positive externalities generated by the Project?

Complementary topics

- EQ1 Enquire about the degree to which the Project integrates into the global, regional and national agenda. At national level, please gather information on specific policies and agendas the Project is aligned with and has contributed to.
- EQ7. Investigate about the ownership provisions at national, institutional and individual levels. Are the project interventions likely to be further supported by the Ministry or agency?
- EQ6. the degree to which the Project contributes to UNESCO's global priority Gender equality; (distinguish between mainstreaming and specific focused actions)
- EQ8. Have partnerships with other donors /agencies been sought and established and synergies created? Please name the partnership and describe the synergies.

Additional aspects

Closing question

On what aspects do you think there was/is **room for improvement** and how. Any **recommendations for the future**? Comments on any other **aspects not covered** during the interviews.

Linking question

Who else should I talk to here in your organization or outside to complement what we have discussed?

Wrap-up

Remind the interviewees to send us any evidence related information mentioned during the interview.

End of the interview

Thank the interviewees for the time and contributions. Inform on when the Final Evaluation Report will be available. Give your personal email. Make sure you have the interviewee details.

G. EVALUATION MATRIX

Relevance			
Evaluation questions	Indicator / judgement criterion	Sub-questions	How to answer sub-question
EQ1. To what extent are the Project's objectives and implemented actions relevant to global, regional and national priorities and to youth needs and aspirations?	Degree to which the Project integrate into the global, regional and national agendas	To what extent is the Project aligned with the UNESCO Operational Strategy on Youth 2014-2021?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level • Interviews with European Commission stakeholders in Brussels
		To what extent is the Project aligned with the UNESCO TVET Strategy?	
		What other global /regional agendas does the Project contribute to?	
		To which regional and national priorities does the Project contribute? Where are they formulated?	
		What are the differences in priorities of various countries?	
	Degree to which the Project represents the needs and aspirations of youth	What research/analyses/surveys of youth needs and aspirations backed the formulation of the Project?	
		Does the Project adequately take into account and adapt to diversity in culture, multiple contexts and those youth that have been traditionally underserved, underrepresented or marginalized?	
		Are the Project's objectives and implemented actions still relevant to youth needs and aspirations?	
Efficiency			
Evaluation questions (as per ToR)	Indicator / judgement criterion	Sub-questions	How to answer sub-question
EQ2. To what extent were the Project's resources adequate and efficiently used to meet objectives?	Adequacy and efficiency of human and financial resources	What human and financial resources have been allocated by the EU and UNESCO for the Project?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level • Financial data analysis
		How were these human and financial resources divided among the four planned results and eight beneficiary countries?	
		Are these human and financial resources sufficient and efficiently used to meet the overall objective of the Project and intended four results at country level?	
		How can UNESCO improve allocation and use of financial and human resources at both central and national level?	
EQ3. To what extent did management structures, working methods, and internal	Appropriateness of management arrangements	Which stakeholders and structures at UNESCO HQs and Field Offices are responsible for the design, implementation and supervision of the Project?	• Desk research

coordination mechanisms influence the overall effectiveness of the Project?		To what extent are the responsibilities of these stakeholders and structures formulated, agreed and exercised?	• Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level
		Are there any conflicting inter-sectoral priorities or working methods? If so, how are these debates resolved? Is there any good practice in inter-sectoral co-operation, notably with regards to SDGs?	
		To what extent did the Project's communication and visibility strategy influence its effectiveness?	
		Are there any country specific management and coordination issues that might influence the overall performance of the Project?	
		Are there any gaps or overlaps in distribution of responsibilities at all levels?	
		Do the current reporting, monitoring and accountability mechanisms ensure an optimal level of supervision, knowledge generation and learning?	
		What management arrangements can be enhanced in order to improve overall performance of the Project?	
		Effectiveness/Impact	
Disclaimer: impact will be measured to the extent possible – limited by the documents available and methods used in the evaluation.			
Evaluation questions (as per ToR)	Indicator / judgement criterion	Sub-questions	How to answer sub-question
EQ4. What progress has been made in achieving the Project's four planned results and what factors are positively and negatively influencing progress? • Mobilization of youth around common themes and challenges; • Enhanced capacities for participation, advocacy and lobbying for youth policies; • Media coverage of youth themes;	Degree to which the Project's results have been achieved/ are likely to be achieved	What are the main achievements of the Project so far?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level • SISTER data
		What performance indicators for each country and intervention area have been defined?	
		To what extent have the four planned results and corresponding performance indicators been achieved (at country level and at Project level)?	
		Have the delivery modalities employed been the most adequate?	
		What lessons can be learnt from the current delivery modalities of the Project?	
		Are there any unintended effects (positive or negative) caused by the Project?	
		Key enablers and bottlenecks for good/low progress	
	What are the bottlenecks/constraints for different types of actions?		

• Watchdog role in youth skills development and labour market transition.		To what extent are enablers and bottlenecks country specific? What lessons have been learned to anticipate and prevent bottlenecks in follow-up projects?	
EQ5. How effectively did the Project associate youth as both partners (in the design, conceptualization and implementation of the Project) and as beneficiaries?	Degree to which youth and their structures have been involved in the Project life cycle	To what extent is youth able and willing to associate as project partner? Who was responsible for exploring partnerships with youth and youth organizations? What partnerships were sought and found? Are there examples of inclusive interventions where youth are consistently involved as partners in all phases of the Project? What are the enablers and bottlenecks for involvement of youth and their structures as partners in the design, conceptualization and implementation of the Project? What additional measures could be taken by UNESCO to enhance partner involvement of youth and their structures in the Project? To what extent did the Project reach and mobilise youth as potential target groups? What channels have been used to approach youth in the beneficiary countries? What additional measures could be taken by UNESCO to reach and mobilise more young women and men as Project beneficiaries?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level
EQ6. To what extent has the Project been effective in contributing to achieving the objectives of UNESCO's Priority Gender Equality?	Degree to which the Project contributes to global priority Gender Equality	To what extent are the principles of gender equality mainstreamed through the Project? To what extent does the Project equally reflect distinct needs, expectations, and aspirations of young women and men and in particular those within disadvantaged positions? Are there any examples of capacity-building activities that target young men to become gender equality advocates? To what extent are gender equality considerations reflected in the expected results of the Project? What additional measures could be taken by UNESCO to enhance the contribution of the Project to the global priority Gender Equality?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level
Sustainability			
Evaluation questions (as per ToR)	Indicator / judgement criterion	Sub-questions	How to answer sub-question
EQ7. What is the likelihood that	Ownership provisions at	To what extent does the Project ensure ownership and	

the progress made will be sustained after project completion?	national, institutional and individual levels	facilitate sustainability of results at the national, institutional and individual levels?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level
	Potential for replication/scaling up of best practice	What other / complementary measures would be needed to better ensure ownership and sustainability?	
		What mechanisms ensure identification, analysis and (potential) replication/scaling up of best practice?	
		How is knowledge and best practice communicated and exchanged among beneficiary countries?	
Partnership, cooperation and fundraising			
Evaluation questions (as per ToR)	Indicator / judgement criterion	Sub-questions	How to answer sub-question
EQ8. How effective was the Project in terms of building strategic partnerships and alliances with relevant stakeholders (government, youth organizations, media actors, private sector, at local, national, regional and international levels), as well as the effectiveness of resource mobilization strategies and modalities? *partnerships with youth organizations are reviewed in EQ5 * modalities are reviewed in EQ4	Degree to which partnerships have been built and developed	Who was responsible for exploring partnerships with government, media and private sector at all levels? What partnerships were sought and established?	• Desk research • Interviews/focus groups at UNESCO HQ • Interviews/focus groups at country level
		To what extent is there a formal agreement on the involvement and responsibility of relevant government bodies at national and local level?	
		To what extent were media actors and private sector organizations approached and involved?	
	Resource mobilization effects of the Project	To what extent have partnerships with other donors been sought and established and synergies been created in the delivery of assistance at country level?	
		Does the Project include any targeted resource mobilization activities?	
		Did the Project implementation mobilise other resources for follow-up or complementary actions?	

H.THEORY OF CHANGE

1. This theory of change has been developed in the course of this evaluation and reflects a basic reconstruction of the NET-MED Youth Project's working mechanisms as viewed by the evaluation team. It presents a comprehensive description of pathways to illustrate how and why the desired outcomes are expected to occur in the particular context of the NET-MED Youth Project. The theory of change evolved from the Project's initial intervention logic (see Annex B) and was fed by the different perspectives gathered and analysed by the evaluation team. Its aim is to provide a basis for reflection and possibly a starting point for the development of Theories of Change for future similar interventions. It is to be noted that the terminology used reflects necessarily the Project's initial results framework that was developed in 2014 before the RBM approach, as applied at UNESCO, was further aligned with that of the UN system and RBM good practices.
2. In short, the NET-MED Youth theory of change is based on the hypothesis that empowering young people and harnessing their creative potential and leadership will allow them to effect the change they desire through youth policies, strategies and action plans. This is foreseen to lead young people to have more opportunities and thus improving young people's situations. This, in turn, is expected to contribute to curbing geo-political unrest and strengthening the partnership for democracy and shared prosperity between the EU and the Southern Mediterranean Region.
3. It should be noted that along with the EU intervention logic, NET-MED Youth is also in line with and contributes to the UNESCO Operational Strategy on Youth 2014-2021. The strategy focuses on enabling youth to engage with their societies and embodies the different ways in which youth are concerned or affected by such work: as beneficiaries of services and activities; as independent actors; and as UNESCO's partners through their organizations. This work has been articulated around three interconnected and transversal axes of work: policy development with the participation of youth, capacity development for the transition to adulthood and civic engagement, democratic participation and social innovation. All three axes are well reflected in the NET-MED Youth intervention logic. Furthermore, the NET-MED Youth Project is based on the underlying principles and contributes to the objectives of the UNESCO global priority Gender equality.

Its regional perspective is intended to also stimulate South-South Cooperation,

4. Although the Project was designed before the adoption of the 2030 Agenda, it significantly contributes to it through its focus on youth as a cross-cutting issue, and its interdisciplinary approach, notably with reference to SDGs 4, 5, 8, 11, 16 and 17, and it is aligned with the SDG principle "no one left behind" and the inclusion agenda.

Assumptions

5. The Project is based on the following assumptions:
 - The political and security situation in all countries will allow and facilitate the smooth implementation of the programme ;
 - The partners involved (the UN and community-based organizations and civil society organizations working on youth issues) are committed to participate in all activities throughout the duration of the programme;
 - UN agencies and other regional organizations collaborate and implement complementary/coherent activities;
 - National youth organizations are interested in networking together and joining forces in order to better advocate their causes;
 - Larger youth organizations do not overwhelm smaller rural youth organizations and do not disempower them;
 - Advocacy efforts lead to changes in policies and laws and improved access to resources for young people;
 - Youth organizations linked to political parties do not attempt to hijack the Project.

Drivers

6. The Project is driven by the EU as a donor organization (as well as other donors through co-financing) and UNESCO as both a donor and an implementing organization, with the assistance of national youth and civil

society communities, notably those part of national working groups, and media organizations and actors. National governments act as important partners and drivers of the Project in most NET-MED Youth countries – governments' interest in youth policy development and partnership with UNESCO and the EU is instrumental in this.

Enablers

7. The following enabling factors have been identified:

- Relatively stable political, social and economic environment in most countries and the existence of functioning state policy frameworks;
- Commitment of civil society partners, notably youth organizations in all countries as well as individual activists and informal groups of young people, bearing in mind differences between structures of youth organizations across the NET-MED Youth countries;
- Commitment of media actors and organizations participating in the Project;
- High levels of interest in capacity-building among youth organizations in all countries at individual, organizational and institutional level;
- High levels of interest in the employment-related issues among youth civil society partners;
- Full youth participation.

Inhibitors

8. The following obstacles and inhibiting factors have been identified:

- Unfavourable political, social or economic contexts
- Diverging priorities from governments and frequent staff changes
- Lack of capacity among key national stakeholders (e.g. line ministries), and civil society including NGOs
- Lack of capacity among youth organizations and young people
- The need to combine country-level adjustment with regional coordination

- Lack of comparable data and methodologies across countries
- Lack of political will for closer regional cooperation
- Interventions target primarily mainstream and/or privileged youth and issues of marginalised and disadvantaged youth are either not considered or/and not given priority
- Partial or limited youth participation

Interventions and pathways

9. NET-MED Youth interventions are planned around six core activity types, each with its own pathway:

10. Under Expected Result 1:

Activity 1: Preparation of a comprehensive online regional directory of youth organizations in each of the 10 ENP South countries, comprising of information for each country and taking stock of previous similar exercises carried out or being carried out.

Activity 2: Support/consolidation of existing national networks of independent youth organizations in at least 7 of the 10 ENP South countries and establishment of working groups at national level covering the three relevant themes of action.

Activity 3: Development, launch, and extensive promotion of a new – comprehensive, full-featured, tri-lingual (English, French, Arabic) – online platform based on open technologies. Accessible to persons with disabilities. Tested for unimpeded access in all 10 countries on PCs and mobile phones.

11. Under Expected Result 2:

Activity 4: Analysis of the situation of youth and youth issues, including in terms of existing relevant policy provisions in each of the 10 ENP South countries.

Activity 5: Capacity development of youth organizations and concerned stakeholders to develop/review/revise and implement inclusive public policies on youth.

Activity 6: Formulation of, and advocacy on, policy provisions and related action plans, with the participation of youth in 5 ENP South countries (based on the analysis foreseen in activity 4).

12. Under Expected Result 3:

Activity 7: Capacity-building to monitor coverage of youth news, rights, achievements, perspectives as well as youth representation, in mainstream news media (TV, radio, newspapers, magazines, etc.).

Activity 8: Design and implementation of an active outreach strategy to encourage mainstream media to become more supportive of youth perspectives and positioning *vis-à-vis* national policies and programmes; to regularly showcase youth news and achievements and feature youth voices that are otherwise confined to social media alone; and to increasingly interact with young women and men .

Activity 9: Fostering media information literacy, awareness of freedom of expression, and media production skills among young women and men; thereby building their capacities to critically and effectively engage with media and information providers, and strengthening their advocacy and monitoring efforts regarding youth strategies/policies.

Activity 10: Enhancing professional capacities among young journalists, bloggers and citizen journalists; to support young women and men's expression and watchdog role regarding strategies/policies affecting them.

Activity 11: Strengthening South-South and North South interaction and exchange between youth organizations, young journalists, bloggers and citizen journalists.

13. Under Expected Result 4:

Activity 12: Comprehensive national diagnoses of skills development, transitions and business creation policies and programmes targeting youth at national and regional levels, and analysis of persisting barriers to work, projections regarding the regional workforce and employment requirements and related policy recommendations.

Activity 13: Assess and develop the networking, planning and leadership capacities of selected youth organizations to ensure their active participation in

the design and governance of skills development, transitions and employment programmes.

Activity 14: Launch of regional and national campaigns led by the national working groups on Youth and Employment in close cooperation with youth organization networks, aimed at improving the business and employment environment with regard to youth and increasing the representation of youth organizations in employment and skills development governing entities.

Boundary partners

14. The following organizations and institutions can be identified among those that are key in achieving NET-MED Youth objectives:

- ACTED
- Anna Lindh Foundation
- Cartooning for Peace
- Centre interuniversitaire d'études sur les lettres, les arts et les traditions (CELAT), Université du Québec, Montréal
- European Training Foundation (ETF) and its GEMM Project
- EU Civil Society Facility (CSF) / EU Neighbours South
- Finland (donor)
- Med Culture
- MedMedia
- Mena Media Monitoring
- Réseau EUROMED France
- Social Media Exchange (SMEX)
- State of Kuwait (donor)
- Sweden (donor)
- UN entities such as UNFPA and UNDP

It should be noted that many boundary partners remain only marginally involved in project implementation and as such their contribution will not be subject to evaluation.

Outcomes

15. NET-MED Youth activities and outputs aim to achieve a number of desired outcomes, notably:

- Youth networks are established and function in an inclusive, transparent, gender- and disability-sensitive manner
- Young people gained media and information literacy competencies enabling them to more critically and effectively liaise with media
- Increased national capacities to manage skills governance, including in involving youth organizations and private sector
- Analytical, advocacy, lobbying capacities of young people in the sphere of national legislation/policies on youth, freedom of expression and access to information, youth employability are strengthened
- Increased interaction of youth organizations with decision-makers, social partners and media
- Networking among youth organizations increased

16. Youth organizations will have been able to perform the assigned watchdog function effectively **Impact**

17. Provided these outcomes are sustained, continue to be considered among national priorities and strengthened through ownership at the national level, the above outcomes are expected to contribute to the **intended impacts** of the Project

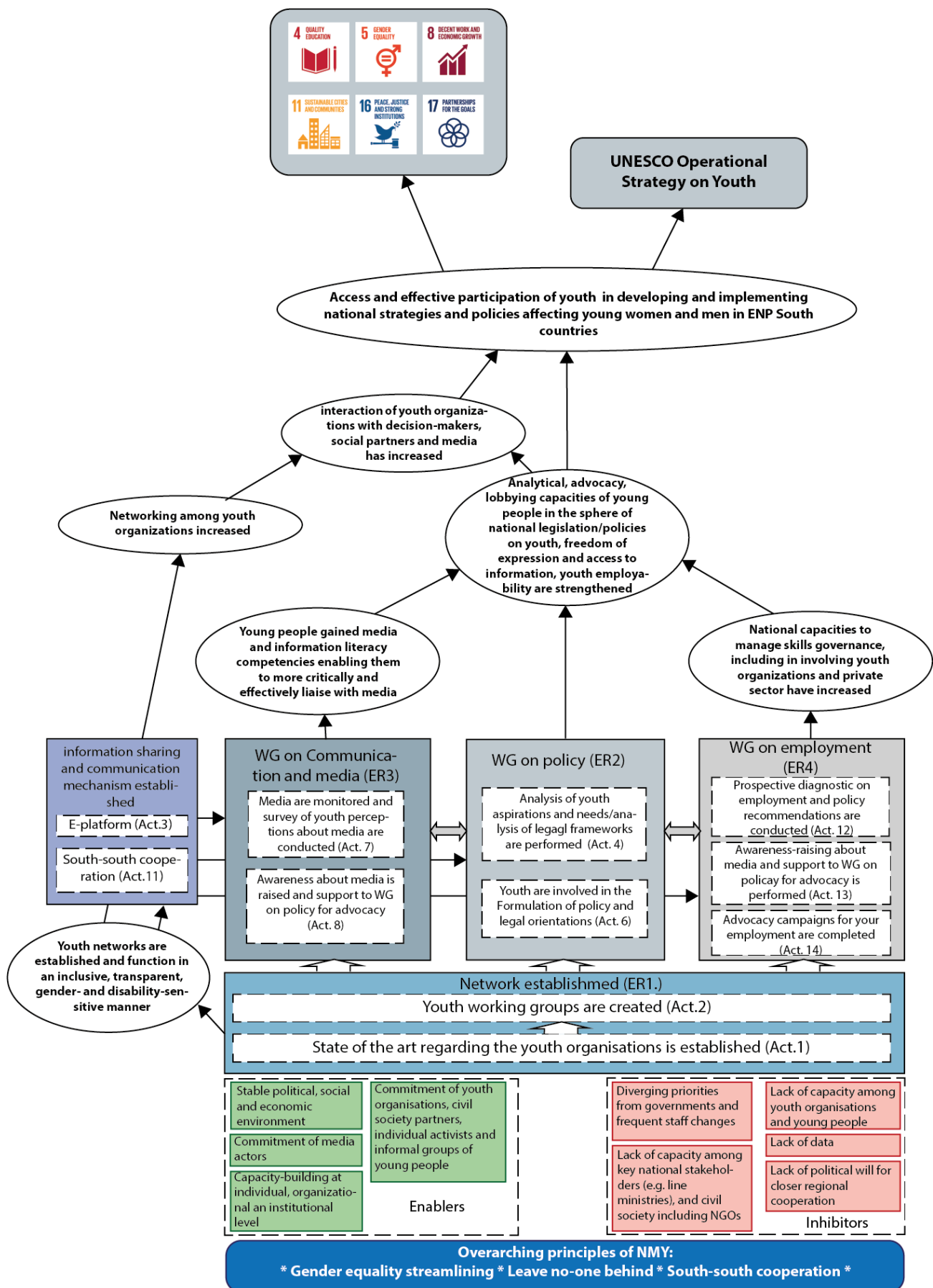
- Youth networks/organizations are reinforced and better equipped to operate for a structured mobilization around themes and challenges affecting them;
- Youth policies are developed with involvement of youth to better respond to the needs of young people;

- The extent to which youth affairs are covered in a fair and objective manner across different types of media has been enhanced; The watchdog role played by youth organizations has contributed to improving the design, implementation and evaluation mechanisms of policies, strategies and programmes aimed at employability of young people;
- There is enhanced economic inclusion and access to the labour market for young people.

18. Finally this will contribute to the overall aim of the NET-MED Youth Project of creating an enabling environment for young women and men from participating countries to develop their competencies, to exercise their rights and meaningfully engage as active citizens in the development and implementation of national strategies on youth. Furthermore, at the impact level, the theory of change illustrates the linkages and contributions to the UNESCO Operational Strategy on Youth and the Agenda 2030.

NET-MED Youth Project - Theory of Change

Graphical representation of the ToC as reconstructed by the evaluation team.



I. Country Fiches



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Algeria

1. Country context

A. Overall context

1. The project was implemented at a time where willingness to strengthen youth engagement was present. Youth was added to Algeria's national agenda in 2008 as a dedicated chapter in the national action plan. The country has an infrastructure that targets youth, such as youth clubs/houses, a radio channel, specialised agencies (e.g. National Agency for Supporting Youth Employment) that focus on vocational training and employment. In 2014, a dedicated Ministry of Youth (MoY) was created, whose portfolio was previously under the Ministry of Youth and Sports (MoYS). The national consultation process led to the acknowledgement of youth issues as priority area in the new 2016 constitution, and to the creation of an

independent advisory body, the higher youth council (HYC), by presidential decree in 2017.

2. Against this background, project implementation faced a series of government reshuffles and effects of falling oil prices on the national economy, which exacerbated unemployment and strained government resources. This meant discontinuity and delays at MoY level, NMY counterparty, primarily due to the following:

- The MoY was re-merged with the ministry of sports into MoYS in 2015, a year following its creation. During the separation and re-merger period, MoY did not have an international cooperation director to act as a counterpart for the project. This position was only filled in 2016.
- MoY had different ministers and focal points during the life of the project.
- Work on country-related studies and youth policy required approvals from national structures at times of government reshuffles.
- Ministerial buy-in was indispensable (see section C below). Continued and sustained efforts were needed to establish and re-establish relations with MoY/MoYS.

3. Furthermore, the civil society landscape in Algeria is characterised by youth organisations, whose mandate is limited to charity, sports and culture, and a well-monitored civil society space. There is a limited number of active youth organisations who are versed in participation and advocacy, media awareness and communication, policy development, and project monitoring and evaluation.

4. As such, the context of the project was promising but also challenging to navigate.

B. Alignment to national policies

5. Algeria does not have a national youth policy, but youth is a national priority in Algeria as confirmed by consulted stakeholders. The project, in its approach, strongly focused on working with national structures. Liaising with the Algerian Ministry of foreign affairs (MFA) during the inception phase, MFA appointed MoYS as the project's national counterpart. According to MoYS, the project aligned with the priorities and mandate of the ministry, notably in their work with youth associations, the promotion of partnerships and inter-sectoral collaboration on youth issues. The project has placed itself within national dynamics and structures including outreach and gender considerations, which are prioritised at the national level.

C. Participation

6. Key stakeholders did not contribute to the design of the project. However, they participated in project implementation in various ways, notably with a strong involvement of national institutions during the inception period. During the inception phase, MoYS was fully involved in the development of the country action plan in collaboration with relevant ministries, once the project was accepted by the Algerian MFA. MoYS' subsequent involvement during implementation was to provide input for two specific activities. Youth organisations participated in consultations with public authorities and provided input on specific activities, such as designing the media survey or public policy participation. This contributed to building their experience of liaising with local authorities (see section 3A "Results").

D. Needs and aspiration of youth

7. While the project team worked in close collaboration with MoYS, according to consulted youth organisations, many officials do not perceive youth organisations as actors that can have influence and many youth organisations do not see themselves as having a role beyond charity and volunteering. The project had unique value in that it was the only initiative that focused on building the capacities of youth associations and young persons, which was deemed to be highly relevant. This has contributed to reshaping the perceived role and aspiration of youth (see section 3A "Results").

E. Partnerships and synergies

8. The project did not pursue partnerships to mobilise funding for a second phase. However, it sought coordination with donors such as the EU delegation and other UN agencies in the first year to ensure synergy and complementarity of activities. In Algeria, the project focused and invested time and effort in building relations with key national actors in the first two years of the project as a pre-requisite for the effective implementation of the project. Although donor funding was not mobilised for the continuation of the project, some youth organisations reported that their participation in the project facilitated their ability to mobilise funds from other donors (see section 3A "Results").

2. Summary of interventions

A. Completed activities

9. The project witnessed delays in the kick-start of activities due to substantive time spent the first two years on ensuring buy-in from the government as a pre-requisite to the start of implementation. However, it managed to complete planned activities, in line with those envisaged in the theory of change (ToC). The consultative process involving MFA, MoYS and relevant ministries during the inception phase resulted in the finalisation of the action plan in April 2015. Two activities were deemed irrelevant to the context in Algeria, namely the online platform under expected result 1 (ER1) (Activity 3) and the advocacy policy under ER 2 (Activity 6). The project was launched in December 2015. Completed activities undertaken in Algeria are listed in the following table, according to progress reports and information collected in the field:

	Activities	Activity in ToC	Status
ER 1	Mapping study of youth organisations	1	Completed (not disseminated)
	Creation of one working group covering the three axes	2	Completed
	National capacity development workshops for youth organisations on gender and result based management	2	Completed
ER 2	A study on a multisectoral public policy for youth in Algeria	4	Completed (not disseminated)
	Reflection workshops on youth public policy	5	Completed
ER 3	Participation in capacity development regional workshop on media monitoring in Tunis and a series of national workshops on communication, press relations and advocacy, as a basis for the production of a media monitoring report	7	Completed

	National survey and report on youth's attitudes and perceptions of media	7	Completed (not disseminated)
	Co-organisation of a workshop on 'youth on screen' with Med Media on youth representation in the media in collaboration with national television	8	Completed
	National workshops for youth organisations on communication, media and the press	9	Completed
	Training to young journalists in national and local radios	10	Completed
	Training on multi-dimensional image of women in media	10	Completed
	Youth participation in international and regional events	11	Completed
ER 4	National diagnostic study and workshops	12	Completed
	Workshops on forecasting model dissemination	12	Completed (usability not confirmed)
	A workshop on labour market for youth organisations	13	Completed
	Youth participation in international conference	13	Completed

10. Findings indicate that activities linked to studies and capacity development workshops were completed despite some minor gaps (e.g. finalised studies not yet disseminated) and delays (e.g. the working group effectively started in 2017, but youth organisations had participated in project activities prior to that). The first prototype of the forecasting model was delivered. However, further progress on the

⁹⁵ Algeria, Morocco and Tunisia had equal and clear country budgets, merged into one single budget code to facilitate operations. The budget code was managed by Maghreb Office based in Rabat.

finalisation and use of the model is not reported.

B. Resources and staffing

11. There was unanimity among consulted stakeholders that the staffing of the project was insufficient and disproportionate to its scope, geographic outreach, multitude and diversity of partners. The project had one national coordinator hosted at UNICEF, then UNFPA. Given that UNESCO does not have an office in Algeria, the national coordinator was operating without an in-country infrastructure to support with administrative, logistical and financial work. This meant that in addition to programmatic tasks and the complex environment that requires substantial time spent on nurturing relations with national counterparts, the coordinator who was unfamiliar with UNESCO procedures (when recruited) had to tend to administrative, financial and logistical functions with the support of the UNESCO Rabat office. Later a consulting company was contracted to support on specific activities (see section 2C. "Organisational setup"). The presence of the Algerian National Commission for UNESCO was essential for facilitating interaction with national structures, particularly with guaranteeing access to national authorities (e.g. sending official letters of invitation to ministries) and hosting workshops in its venues.

C. Organisational setup

12. The national coordinator worked under the oversight of and reported to the UNESCO cluster office in Rabat. Given that UNESCO does not have an office in Algeria, Algeria did not have a country budget managed at country level, but still maintained a separate allocation like all other countries within the project⁹⁵. The country budget was managed by the Rabat cluster office. To support the coordinator, a consulting company was hired in 2016 to assist with conducting a survey on youth perception about media in Algeria, steering the pilot initiative for sensitisation and training "Mastery of information and Media" and take care of the logistics, administration and financial transfers and disbursements on the occasion of specific events⁹⁶. In terms of implementation, the project worked with the Algerian National Commission for UNESCO, MoYS as its national counterpart through which access to other ministries was made possible, youth organisations, the Ministry of

⁹⁶ Contract n° 4500340376-A1 between UNESCO and the consulting company

Finance, national media (TV, radio), consultants and consulting companies providing training and facilitation services as well as an international expert hired by UNESCO Paris to develop the employment forecasting model under ER4. From a local perspective, the setup was not ideal. Although the Rabat office and headquarters in Paris availed their support, there was no immediate in-country backup to deal for instance with UNESCO rules and procedures, resulting in further delays in approvals.

D. Programming

13. Key difficulties in the programming of the project included the following:

- Given that key national stakeholders were not consulted during the design phase, a lot of time and effort were spent during the inception phase to adapt the project to the local context.
- As the project sought alignment with national priorities by working through national structures, it moved with the pace of national processes and government changes.
- The budget did not allocate adequate resources to staffing in the context of a country that does not have a UNESCO office, although an office space and equipment were made available through another UN agency.
- Since there is no UNESCO country office in Algeria, the country budget for Algeria was managed by the cluster office in Rabat. The national coordinator did not directly manage and monitor the country budget.

E. Lessons learned

14. Based on findings from the field, the following key lessons were noted:

- Consultations with key national stakeholders to be later involved in the project is a must to ensure earlier buy-in and alignment to national priorities.
- A stronger understanding of the local context and institutional setup is needed to ensure that i) the development of the budget, including staffing, is proportionate to expected deliverables, and ii) planned activities are relevant and feasible within available resources and time.
- Better allocation of resources should be considered to ensure outputs such as studies are shared, disseminated and used by relevant stakeholders to optimise the results of the project.
- The national counterpart should assign one team to the project to ensure continuity of dialogue.

3. Achievements and challenges

A. Overall results

15. In line with the realisation of activities, key results achieved pertain to ER 1 and ER 3. Results are looked at in relation to change experienced at the individual level, organisational level and policy level in relation to the national agenda on youth, factors facilitating or hindering the achievement of results and gender considerations.

B. Results at individual level

16. Results achieved at the individual level are those relevant to consulted NMY young men and women as follows:

- *Increased knowledge and skills*: The project provided new knowledge to young participants on a range of topics such as media, gender issues, and result based management (RBM). Some consulted organisations reported that they are now more aware of the power of media and the image they project when participating in media discussion. *'We are not the same persons as before and have different perspectives'*. Better skills resulted in some youth participants being hired as youth experts by implementing partners or youth organisations themselves.
- *Individual vision and ambition*: According to consulted youth organisations, the project recognised youth as agents in society and valued them. It expanded their ambition and vision of their role in society. According to a young woman, *'it has given us an opportunity that was unknown to us'*.
- *Exposure*: The project provided an opportunity for exposure to other young leaders in the region and internationally. One consulted participant informed that it was the first time to interact with other youth organisations outside Algeria. *'This has inspired us to ask ourselves: why not us?'*

C. Results at organisational level

17. Consulted stakeholders agreed that the project was the only project that addressed and strengthened the organisational capacity of youth organisations as follows:

- *Networking*. In line with national priorities, outreach was a key criterion in Algeria. Consulted youth organisations did not know each other before the project. Participation in the project provided them with a networking space. Consulted

stakeholders reported 'a remarkable dynamism' and 'good work dynamics particularly at the local level'.

- *Increase knowledge and skills.* Knowledge and skills acquired were used for instance on RBM, media monitoring, communication, female leadership and gender perspectives. For instance, consulted youth organisations put in place their own media strategies. They also applied knowledge gained from the RBM training, which helped them mobilise new funding. According to a consulted partner, targeted youth organisations became better at communicating, networking and initiating local advocacy efforts. One female-dominated youth organisation informed that they are now including more men as their staff members.
- *Increased exposure and visibility.* The project provided new perspectives through interaction with youth organisations from other countries and with international experts. This translated into youth organisations proposing ideas that were brought forward to MoYS. Some consulted youth organisations reported that their participation in the project represented their first experience of meeting a public authority and the media. Through the project, they are now invited by the media to debate on youth issues. NMY gave youth organisations credibility and visibility.
- *Organisational vision.* Targeted youth organisations have started changing their organisational visions. One consulted organisation informed that its vision before and after NYM changed. Before, they perceived their mandate in terms of solidarity action. Now, they are moving towards working on the role of youth as civil society actors. According to a consulted implementing partner, NMY youth organisations developed new perspectives on the vision of their organisations.
- *Taking lead in their local community.* NMY youth organisation are becoming agents of change in their communities. Consultations with stakeholders informed that one youth organisation launched a network for youth in their community. Others are taking lead on youth issues in their regions. For instance, one youth organisation initiated an advocacy campaign targeting local authorities against environmental degradation of a planned investment. This resulted in authorities putting the investment on hold.
- *Increased partnership potential.* The project provided exposure and visibility while concurrently building capacities, something that enhanced the potential for new funding opportunities. According to consulted youth organisations, around 70% of NMY organisations are still active today and are working with the private sector, donors and other partners. One consulted organisation is implementing a new project, making precedence for an Algerian youth organisation to directly mobilise

EU funding. Another consulted organisation is currently implementing a project with an international NGO.

D. Results at policy level/political agenda

18. The key result in terms of the national youth agenda is a change in perception of the role of youth organisations. According to consulted stakeholders, prior to the project, many in the MoYS did not necessarily see youth as actors in society. Through the project, they started seeing things differently. '*Youth organisations now have more weight, they are invited to debate on TV, and local authorities invite them*'. Furthermore, NMY has become a reference point for ministries.

E. Key enablers

19. Achieved results were primarily driven and facilitated by the following factors:

- The national coordinator was a young Algerian with a civil society background, network and contacts that was able to work with institutional actors and youth organisations.
- The project's approach that prioritised adaptation to needs in the local context, in line with national priorities, was key for the progress of activities and attainment of results.
- Youth organisations were willing and enthusiastic to participate in the project.
- The perception of UNESCO as a neutral and credible actor contributed to getting buy-in from national authorities.
- The role of the Algerian National Commission for UNESCO was crucial for the facilitation of project activities in the absence of a UNESCO office.

F. Key bottlenecks

20. The optimisation of results achieved was hindered by the following factors:⁹⁷

- Key national stakeholders were not consulted during the initial design phase, which resulted in a long consultation process for the acceptance and kick-off of the project during the inception phase⁹⁸.

of youth stakeholders was a prerequisite.

⁹⁷ According to the informants met during the field visit.

⁹⁸ Although in the case of Algeria, the consultation with the Government prior to the involvement

- Resources allocated for in-country staffing were not sufficient, although resources for office space were made available.
- The absence of a country office in Algeria to support the national coordinator on logistics, administration and finance put further strains on the workload of the only personnel in country until a consulting company was hired to alleviate these tasks on the occasion of specific events
- The timeframe of the project was not sufficient to institutionalise results, notably as the project was launched with some delay
- The large size of the country made it difficult for the project to implement activities in the regions due to complex logistics. This resulted in workshops being held in Algiers and may have affected the sense of ownership of youth in the regions.
- The availability of staff at MoYS was not continuous.

G. Gender equality

21. While no data was made available to confirm findings, the national coordinator and consulted youth organisations reported that the project ensured equal participation of men and women in the composition of the working group and in project activities including the representation of Algeria in youth related events. A consulted youth organisation stated that the project is helping shape role models as *'the participation of women in the media is changing the image of women in the media in relation to debates about topics other than beauty and cooking'*.

4. Way forward: Potential for replication/scale-up

A. Replicability potential

22. Consulted stakeholders agreed that the project launched a momentum that should be capitalised upon. This is particularly relevant in Algeria, where the capacity of national structures dealing with youth and youth organisations is not at its full potential and the country has less access to donor funding than neighbouring countries. Findings from the field indicate that the potential replicability and scale-up of NMY lies in the following elements:

- Capacity development of youth organisations including the focus on female leadership, technical and soft skills (e.g. communication) in view of professionalising them.
- Exposure to experiences outside Algeria.

- Networking space at national and regional levels.
- A partnership approach with youth organisations, rather than a beneficiary approach.
- A flexible and responsive approach.
- A youth-led project with a dynamic national coordinator.

23. To enhance results, the following could be considered:

- Capacity development to strengthen youth organisations' ability to initiate public policy action.
- A manual linked to capacity development workshops could be used by youth organisations to reach more youth organisations.
- A UNESCO project office in Algeria would be pertinent. Alternatively, stronger attention to Algeria in the UNESCO Office in Rabat.

B. Ownership

24. The long process of consultations with national structures during the first two years of the project built a strong basis for national ownership. However, given that MoYS was primarily involved in providing specific input with no overall responsibility for deliverables and in light of the structural changes within the ministry, it has little ownership of the project. There are currently no agreements made for the hand-over of the project to MoYS or other national actors and no donor funding has yet been mobilised.



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Israel

1. Country context

A. General socio-political context of youth

1. Israel has a relatively long history of youth policy, an established youth work infrastructure and an established and active civil society and volunteering tradition, including many active youth initiatives and young activists. Nevertheless, the focus has tended to be on young people under-18s. The current socio-economic situation of young women and men plays a role in how young people view themselves and are viewed as individuals and as a group in society.

2. The army service sets a landmark milestone in a young person's life and is understood as the passage from childhood to adulthood. Therefore, it plays a role for young people's sense of self as 'young people', as opposed to children in the

care of parents and schools, and adults.

3. According to the research commissioned in its context, the idea of 'young adults' as a specific social category having specific needs and agency has until now not been significantly developed in the Israeli policy and civil society context. As a result, there is a sense of the specific needs, concerns and wishes of young adults not having received adequate attention in policy and society, and of young people as a not very visible group.

4. It is against this backdrop that the project in Israel has developed its approach and focus.

B. Relevance of the project to global, regional and national priorities and to youth needs and aspirations

5. Consultations conducted during the field visit and the Israel-specific literature review point to the NMY project in Israel having been conceptualised directly as a niche intervention to address reported gaps in the local context. The project deliberately addressed its participants as young adults, and although this may not have been the explicit intention from the very outset, this project has succeeded in establishing awareness among policy makers with a direct interest in youth related matters, and in the newly established Department of youth affairs within the Ministry for Social Affairs, that 'young adults' is a social category that requires specific policy and programmatic attention.

6. Needs and aspirations of youth: In terms of the project's relevance to the needs and aspirations of young people in Israel, it is important to point to the project's chosen approach.⁹⁹ NMY in Israel placed emphasis on the subjective perspectives of the young men and women selected to participate in the project regarding their needs and aspirations, which have been corroborated by specifically commissioned research.¹⁰⁰ Each participant was selected not only as a 'talented' individual with potential for leadership or with a track record of social activism, but as representatives of young people 'like them' and of their communities, youth initiatives and social organisations. The project made specific efforts to ensure that young people from all communities, would have the opportunity to participate and engage with each other. Hence, and in terms of 'subject matter', the project focused

⁹⁹ Interviews with former participants and with project staff; literature about the project (concept papers, etc.)

¹⁰⁰ <https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYiy>;

<https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYiy>;
<https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYiy>;

on most pressing current concerns of young people, with explicit consensus on employment and livelihoods, even if the actual deliberations during working group meetings and events went much deeper, engaging with controversial and difficult themes like disenfranchisement of young people (as young people, not only as members of some specific communities), and young people's complex senses of belonging..

7. Global, regional and national priorities: NMY's major relevance is to the national context outlined above (i.e. situation and aspirations of young people as identified by the full diversity of young people themselves). The priorities of policy makers concerned with youth issues in Israel were not necessarily the first concern of organisers or of young people when developing the project – Israel's youth policy as it exists in the legislation was not a specific subject of the work done by the NMY working group per se. Over time and as a result of the level of integration of the project carrying organisation in Israeli policy circles, however, the project has become interesting to policy makers and their priorities have come to cohere with those of the project, for example, the focus on employment and skills forecasting and the 'youth-led' approach to assessing youth needs and establishing priorities taken in the working group process. The government has become more interested in and concerned with youth policy development. This can be a chance and opportunity for youth policy and indeed NMY has made efforts to take advantage of it.

8. It is clear that NMY takes its lead from UNESCO priorities, as expressed by its institutional youth, TVET and other strategies and policy frameworks. These are informed by wider global frameworks, like the SDG agenda, that have youth relevant clauses. The young people who had the opportunity to participate in international events as a result of their participation in NMY (for example, in Paris) spoke positively about their experience of 'contributing to' and 'having a say for their peers' on the development of frameworks and programmes relevant for young people in general, even if they were aware that in the international, institutional context, policy discussions can be abstract and declarative. This is as far as the link between global frameworks and the Israel project goes. It was much more concerned with the concerns of young people in Israel and the specific youth communities represented by working group participants.

C. Strategic partnerships and alliances and resource mobilisation

9. In terms of partnerships and alliances with relevant stakeholders, which in the case of NMY Israel have been significant, successful and promising of wider or

longer-term impact, the Israel project has benefitted from two main factors or 'moments': first, from 'being in the right place at the right time', and second from the deep embedding of the organisation chosen to carry the project in the social activism community of practice and civil society (which is strongly associated mainstream left politics and political parties).

10. 'Being in the right place at the right time': NMY Israel came to the attention of the newly established governmental department responsible for youth policy and youth affairs exactly at that moment when it was thinking in more serious terms about how to develop its own profile, concept and strategy. Young people involved in the project spoke at a couple of key annual events of the policy, civil society and academic communities in Israel, and did so more convincingly than some of the policy makers, representatives of large NGOs and even academics who regularly attend these forums. This drew a lot of positive attention not only to NMY and the young people, but also to the quality of their policy positions and recommendations, and to the nature and quality of the process they went through to be able to express those positions and formulate recommendations, in Israeli media as well as in relevant professional circles. It is not common for young people to receive a lot of positive media attention. In recent years, media attention has tended to be negative (such as youth rowdiness and crime; superficiality of youth). Interviews with policy representatives indicate that they are as much interested in what the young people had to say, as they are interested in how they developed their positions. There was interest in exploring how the new department responsible for youth affairs could emulate the working group process as a means of engaging in meaningful policy consultation and cooperation with young people about the issues that youth policy should be addressing.

11. Social and political embedding of the carrier-organisation and of the project staff: The carrier-organisation and the two consultants contracted to implement NMY in Israel are all strongly embedded in the Israeli policy and civil society landscape, which is a small and 'personalised' landscape. Both consultants are long time social activists. They have experience of how academic research, knowledge and evidence get used in policy circles and of how to craft policy recommendations can be acted upon in a volatile policy context, as well as of pedagogy and facilitation.

12. This ensured for NMY in Israel from the outset a certain level of credibility and excellent access to people, institutions and processes that otherwise it likely would not have had. Presence of NMY young people at key events like the Annual Eli Hurvitz Conference on Economy and Society in 2018 with speaking time was

ensured through this access¹⁰¹. Although at the time of the field visit there was no new funding relationship that could ensure a follow up project to NMY in Israel, the project carrier organisation and consultants had established contact with the Authority responsible for youth affairs and were discussing possible follow up cooperation opportunities. Furthermore, as of end October 2018, representatives of the current NMY project had become part of the group preparing a governmental working document dealing with issues of concern to young adults as a result of contact with the Minister for Social Equality. Furthermore, a meeting of NMY alumni was being planned with the aim of discussing opportunities for presenting NMY positions at policy-making forums of influence in Israel.

D. Association of youth as partners and as beneficiaries

13. Young people as partners and/or beneficiaries: The initial phases of the project were 'laid on' for the young people, so to speak. Trainings, facilitation and organisational support were all provided. In this sense, the members of the NMY group were beneficiaries rather than partners. After all, they were not involved in the conceptualisation of the very first phase of the project. Nevertheless, the choice of themes, discussion orientations and directions, priorities and the approach to working with each other were all determined through the facilitated meetings by the group members themselves, respecting the principles of non-formal education. As the project developed, so did the capacity of participants to self-organise and self-facilitate, and as a result their share of the work and responsibility or the process increased. Membership of the NMY group was not static. Hence, a kind of peer-learning dynamic between generations of participants also developed. As new members joined, the ones who had been involved for longer, helped the new ones to find their place and gain the competence and confidence they needed for active participation. In addition to this, and through facilitation, the group became deeply aware of its own internal diversity and its need for overcoming and transcending possible stereotypes and prejudices for constructive work to be possible. A good part of the working group process focused on creating the conditions for intercultural learning to take place among the group members – to see themselves as one group with a common goal whose achievement requires the active engagement and participation of all members and possibly even changes in personal ethos and behaviour.

14. Engagement of structures: NMY in Israel worked mostly with individual young

people. It was a deliberate decision on the part of the project initiators not to target only established structures. Nevertheless, the young people were recruited on the basis of their track record of social activism within initiatives or of community organising in their local contexts, also through youth structures and youth NGOs. Hence, while organisations were not directly represented as 'members' of the project, the NMY young people necessarily brought their organisational or community background with them, and the idea was that they take their newly found skills and competences and confidence back to their organisations, initiatives and communities with them and continue to be active or pass on what they have learned to others. Indeed, NMY has continued to use this extended network of structures to recruit new members and to publicise its work. At the time of the field visit, it was however not clear whether there would be an opportunity to establish NMY as a 'permanent platform' for debate and consensus building on the situation and needs of young adults in Israel. Some smaller steps were being taken to explore how to do that without grant-based financial resources from an international source, as was the case for this first NMY project. It is evident in the case of the NMY project in Israel, that this level of networking and multiplication has only been possible because of the resources available to ensure coordination, facilitation, professional quality public relations materials and an extensive number of face-to-face events. The old youth work adage appears appropriate here – opportunity is rarely enough to ensure meaningful youth participation, whether in the social or policy sphere.

2. Summary of intervention mechanisms

A. Categories of interventions and activities conducted

15. First and foremost, NMY in Israel was and is a process, although it consisted of many individual activities and led to the production of many specific outputs. Each of these outputs could be considered a result in and of itself. The regular progress reports prepared by the carrier organisation and the consultants provide the complete overview of the activities conducted under NMY in Israel. Here in summary, there were four main kinds of activity that formed the overall process with both expected and unexpected results (see below section 3 below).

16. The working group: Establishing, facilitating, training and keeping the working group in function has been the core work of this project, without which no other

¹⁰¹ https://www.idi.org.il/media/10771/hurvitz2018_eng.pdf

element of the process would have been possible. This was an experiment in and of itself, as it sought to do things differently in the following respects:

- engage a wide diversity of young people and their communities that make up Israeli society;
- engage with the subjective concerns of young adults with specific issues, needs and aspirations as such – not as children in the care of parents or as adults with children to care for;
- initiate and facilitate a participatory process led by the young adults themselves;
- establish a platform for open and honest debate on themes of specific concern to young adults as identified by young adults;
- influence forums that have the potential to influence policy making rather than trying to initiate specific policy reform or change;
- building critical skills among youth regarding media and the promotion of improved media representation of youth.

17. In total, as a result of generation change across the duration of the project of nearly 5 years (including a year and a half for setting things up and winding them down) 60 young adults have participated for a longer period of time (between 1 and 3 years) in the regular working group meetings and other activities conducted either in the context of NMY Israel or at the regional/international level. A large part of the work of the working group was dedicated to 'making the group' and to creating optimal conditions in the group for participatory debate and deliberation, for open discussions about subjects which are sensitive for some members but not necessarily all and for mutual respect and consensus to be the principles of work.

18. *Production of evidence relevant to shaping policy:* The project initiated a number of research activities to find out more about the situation, concerns and needs of young people across the Israeli society, and a number of activities to find out more about the situation, needs and concerns of populations of young people mainstream research has largely ignored. Products included:

- Studies on the situation of Israeli Arab youth and on the situation of Jewish ultra-orthodox young men and women;
- Surveys of 'mainstream' young people in the communities where NMY group members live and work around Israel;
- Study on young people and the media in Israel (media use, preferences, and representation of youth);

- Study related to labour force skills needed in the future and on labour market skills forecasting.

19. Initially, these studies have been used to inform the discussion and debate among the young people themselves. Later also these studies have been presented and disseminated to policy-making circles of relevance with a view to influence any new policy initiatives undertaken.

20. *Participatory elaboration of positions relevant to shaping policy in line with concerns of young people:* Members of the NMY working group elaborated a series of policy positions based on their reading of the evidence produced, their own experiences and their concerns and interests. Most of the NMY participants had no experience of how to elaborate a policy paper in technical terms, even if they had strong opinions about what should be in such. A large part of the work of the working group was also dedicated to increasing the members' capacity for actually preparing the policy position papers, through skills training of a technical nature. Position papers¹⁰² drafted are:

- Employment Group – Position Paper: Employment insecurity among youth in Israel & work life balance
- Public Policy Group – Position Paper: The Confidence Crisis in the Government and the Inequality Problem among Young People in Israel
- Media Group – Position Paper: Minority representation in the media in Israel

21. Presentation and dissemination of policy positions: It was important for the credibility of the NMY concept that the positions developed by the working group members would actually find their way into circles where they could potentially influence policy and that they were not developed to be shoved in a drawer. In 2018, the carrier organisation succeeded in getting NMY members speaking time at the most influential conference on social and economic development of Israel, the Hurvitz Conference organised annually by the Israel Democracy Institute. This was possible not only because the skills forecasting work done by the group cohered very strongly with the thematic priorities of the conference in 2018, but because of the deep access that the carrier organisation has to the civic, academic and policy-making landscape, despite being on the left of the political spectrum. The interventions of the young people reportedly impressed the assembled national guests, catching them somewhat by surprise, and granting NMY some media traction. As a result of this appearance and presentation among others, NMY is now on the radar of the newly

¹⁰² <https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYjy>;
<https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYjy>;

<https://drive.google.com/drive/folders/1YB9LGWwO0yF9XACP4bmAkULxERLvjYjy>

established Authority for Youth Affairs as a go-to address regarding youth policy relevant research, practices and approaches, notably to consultation and participation of youth in policy-making.

B. Adequacy of resources and efficiency of use

22. The carrier organisation and consultants were clear in their assessment of the financial resources available for the project – it was just about enough to do what they did, but had there been more, it would have been better and more could have been achieved. It was particularly important that the young people involved could receive some compensation for their travel and other expenses incurred when they came to the working group meetings due to the fact that young people came from different parts of the country. Providing a travel reimbursement scheme was an important enabler of participation. In regard of financial resources, the only real criticism on the part of the project team is that no provisions were made by UNESCO HQ for follow-up activities at the regional level and aiming to increase the structural sustainability of the working groups as platforms for youth participation (e.g. institutionalising the working group as a permanent platform). This would have required a specific allocation of financial resources and clear interest on the part of the project initiators at HQ.

23. Regarding human resources, the project was in a position to use the infrastructure and networks of the carrier organisation and the two consultants, which certainly saved NMY Israel a lot of time and human resource investments in the project's preparatory phase of (something which other country projects did not benefit from because they were initiated out of UNESCO offices without such close connections to policy, civil society and youth work and even youth communities). The project also benefitted from a strong administrative and financial support by UNESCO HQ. As such, we can consider the use of human resources and infrastructural resources (University, youth centre) to have been both rational and efficient. Clearly with a grant of this size, the carrier organisation has also been able to cross-finance its fixed costs, even if only marginally. At the same time, and as a result of its differing structure, project implementation in Israel relied a lot on administrative and financial support services provided by UNESCO HQ, which was cumbersome. NMY benefitted from HQ support in terms of logistics and finance which no other country project had access to.

C. Influence of management structures, working methods and internal coordination mechanisms on effectiveness

24. Internally, management arrangements were kept very lean within the project in Israel. Two consultants worked on the project, one part-time and one full time, contracted directly by UNESCO. In addition, the carrier organisation had sufficient resources to hire relevant facilitation and training capacity for sessions of the working group, and to ensure it was possible to engage specialised organisations like Shatil for specific purposes (e.g. preparing policy position papers) and the CSO ANU (media training cycle). However, the project carrier organisation, the two consultants and the Israel National Commission for UNESCO were all critical of two specific points:

- the extent of the administrative burden when working with UNESCO and EU regulations, notably because of the lack of local UNESCO presence;
- the perceived limited transparency regarding Israeli participation in certain regional events. This was a theme of discussion among NMY working group members, between different members of UNESCO staff and the Israel project stakeholders; however, even if every effort was made to address the challenges posed by the regional dimension of the project, a sense of disappointment remained about this experience among the Israeli group and the project stakeholders.

D. Progress on achievement of planned results:

25. Based on the field visit and on the Israel-specific literature review, the evaluation found that **good progress** has been made towards the achievement of NMY's four planned results in Israel.

26. **Mobilisation of youth around common themes and challenges:** Using its extensive networks, and social media, the project carrier organisation has been able to recruit young people from all over the country that represent the diversity of youth in contemporary Israel to participate in the NMY working group. In interviews and in videos developed by participants regarding their motivation for participating in NMY, they relate their understanding that the issues they are concerned about individually are of concern for other young people, while they had not imagined to have something in common. This is a very important result of the project for the young people involved and in general in the Israeli context, as it shows that given the opportunity and the right kind of facilitation, it is possible for young people to recognise their own needs and concerns as common to youth, and as relevant to

the whole of Israeli society, not only themselves as individuals. Furthermore, at least some of the young people who have been involved in the working group were already active as social activists in their communities or in organisations, and have gone on to become more engaged professionally or on a voluntary basis with the issues they have engaged with through the NMY process. Some have multiplied their work back in their communities or through the organisations with which they were active before they got involved with NMY. As of end October 2018, project coordinators were looking into ways in which to mobilise NMY Alumni that are now in a variety of positions in their communities, universities and organisations for the dissemination of the various results and recommendations of the whole process. Nevertheless, given the scale of NMY participation being relatively small, it would be challenging to suggest that youth as a whole have been mobilised.

27. *Enhanced capacities for participation, advocacy and lobbying for youth policies:* NMY was conceptualised as a capacity development project, and the most obvious and significant change NMY in Israel has achieved has been at the level of individual participants' confidence and competence for actively representing their interests and those of their peers. The participants were involved in a series of specially developed capacity development sessions regarding working together, consensus building, developing policy positions and elaborating recommendations, among others. It is clear that each participant has benefited in terms of competence enhancement in different and even various ways. Some have found out more about their preferred professional orientation and have decided to study themes close to the work they did during their time as NMY participants. Others have been able to take their learning back to their organisations and make good use of it for the benefit of their communities. Others again have gained the courage they needed to change the way they live, despite opposition from family and community. These are all positive results for the persons concerned, for youth and for the wider civil society, and for the sensitivity of the general policy community to youth issues. This said the focus of NMY in Israel was neither the Israeli youth policy, nor youth policies in general. So while it can be said that the project has enhanced policy relevant competences on the part of the participants, it cannot be said that the participants have developed specific competences for the elaboration of youth policies.

28. *Media coverage of youth issues and amplifying youth voices:* The project has produced quite a lot of media products, and these have been disseminated through a variety of sources, mostly social media. These media products related

issues of concern to the young people involved, thereby disseminating some information about youth issues in the media. The products include a YouTube channel with English subtitled videos about the project¹⁰³ and some media products were produced as a result of NMY participation in other events, including video coverage of NMY participants at the Hurvitz Conference 2018 that was also published on Youtube.¹⁰⁴ In addition, the project achieved some local and regional radio coverage, which included interviews with NMY working group members, the project coordinators and UNESCO HQ staff. NMY working group members also authored articles published in newspapers and on the homepage of YNET, a popular online media outlet. Hence, the project achieved quite a bit of media visibility in Israel. The project took an 'organic approach' to achieving this expected result. The media opportunities that have been taken advantage of, have been important for sensitising the media to youth related issues and debates. However, the extent to which the visibility of youth issues in the general media in Israel has been improved sustainably could not be assessed.

29. *Watchdog role in youth skills development and labour market transition:* There is evidence to suggest that the time was ripe in Israel for more attention to be paid to labour market issues and to the concerns of young people. In that sense, NMY was 'in the right place at the right time', and has succeeded on making good use of the momentum that was getting underway in Israeli policy / academic circles. By virtue of NMY intervention in the Hurvitz Conference in 2018, the youth-specific dimension of skills development and the labour market transition issue has been highlighted in one of the most influential policy forums in Israel. With further work being done on this theme by other institutions, this issue can be expected to get more policy attention. Furthermore, some members of the NMY working group are now involved in the preparation of government policy documents related to youth issues. NMY's strong focus on this theme in the last phase of the project means that this aspect will be strongly represented. All these achievements notwithstanding, there is little evidence to suggest that the NMY process has established viable and sustainable watchdog mechanisms for this or any other issue. Basically, the project has come to an end, resulting in the fact that the working group is no longer actively being facilitated. Individual NMY participants and alumni have been identified by different institutions as potential 'experts' that could contribute to the elaboration of further policies and processes as a result of the skills and knowledge they gained through NMY. These participants / alumni can influence said processes in the spirit of NMY. Nevertheless, NMY has not resulted in any permanent platform or structure

¹⁰³ https://www.youtube.com/watch?v=qGwMZ_n454&feature=youtu.be;
<https://www.youtube.com/watch?v=Wj2RNXyuXU&feature=youtu.be>;
<https://www.youtube.com/watch?v=eCvXUE9Aqfl&feature=youtu.be>

¹⁰⁴ https://www.youtube.com/watch?v=AAWXv47Rd_w

(as yet) that legitimately could take over any watchdog function.

E. Key enablers

- Time was ripe for an intervention addressing the needs and concerns of young adults
- Competence and embedding of the project carrier organisation in Israeli policy and academic communities
- Personal credibility of the two consultants
- Project carrier organisation's own physical infrastructure close to the community and to young people (University and youth centre)
- Convergence of UNESCO interests and broader policy community interests (labour market transition and skills development, youth policy)
- Interest of government in developing a more adequate youth policy in line with international standards and its sense of its own need for advice and competence
- Backing of the Israel National Commission for UNESCO
- UNESCO HQ administrative support for formal procedures

F. Key inhibitors

- Young people's typical 'attention span' for a voluntary undertaking or commitment – engagement of young adults over 3 or more years is difficult because their lives are changing – jobs, family formation, emigration or moving town for work, study, etc.
- Bureaucratic procedures and reporting requirements
- Sense of constraints relating to wider regional developments;
- The time span available to the project for in-depth work and advocacy was insufficient to ensure sustainable change in relation to several objectives – e.g. policy changes and implementation; changes in media approach to youth issues (from negative to positive).

3. Achievements and challenges

A. Results and outcomes

30. In addition to the personal and professional benefits of participation for individual participants and the competence gains for their organisations, initiatives and communities, the following results and outcomes have been mentioned across interviews or documented in reporting as significant:

- Created visibility and developed acceptance for the idea that young adults are a specific category in academic and policy circles that are influential for policy making in Israel
- Identified, trained and empowered youth leaders and activists from a wide diversity of communities across Israel
- Created knowledge about the youth social activism landscape in communities not usually addressed upon
- Demonstrated that working together across perceived differences is possible and constructive when there is a clear common goal and appropriate facilitation
- Made a significant contribution to the knowledge and evidence base for policy development and strategy elaboration relevant to young people's issues in Israel, notably those of young adults, with 3 concrete policy positions and associated recommendations
- Developed an agenda for labour market policy relevant to the Israeli context that gained traction with key policy institutes and with policy makers
- Initiated first steps towards dialogue on the issues of young adults among 'willing' partners across the governmental, non-governmental and international institutional sectors
- Caught the attention of the new national authorities in charge of youth affairs who are considering how to develop new approaches to youth participation and how to develop an international-standard youth policy
- Demonstrated to said policy makers that there are alternative approaches of relevance on how to structure young adult participation and make policies inclusive of this particular group
- Created positive visibility for youth social activists in the public sphere, who are now seen as constructive and as making a contribution to issues of concern to the wider society in Israel
- Created positive visibility for UNESCO and other international organisations in Israel governmental and societal circles

B. Contribution to Gender equality

31. Gender equality was a transversal issue in this project and was a concern during the recruitment and establishment of the working group and a watchword for the working principles of the working group, which usually included more women than men. Efforts were made to ensure the regular participation of young women from traditional, conservative and religious communities, who experience more barriers to participation in activities involving both men and women. A broader understanding of gender was facilitated by the working group having members from the LGBTQI community. As in many countries, the social and educational sectors in Israel are broadly feminised, so several of the facilitators of the working group were female. Both project staff and NMY working group members met during the field visit indicated that gender as such was a marginal issue in the development of the policy positions. The group was run in a manner respectful of the participation of all genders, i.e. democratically.

C. Impact

32. NMY in Israel established a process that had neither been attempted by any authority or institution nor emerged by itself from the actions of civil society – one which focused on engaging and empowering young men and women, i.e. young adults, to develop their own social and policy change agendas and to advocate for these to be implemented in the Israeli policy context. NMY got young adults as a social category on the policy agenda and made convincing arguments about why this social category needs to be taken more into account. The NMY process as such has also gained traction with policy makers. The national authority responsible for youth is looking at the NMY model as something that could be replicated to ensure youth participation in youth policy development.

D. Challenges

33. Challenges have been faced during the course of the NMY experience, both as part of the general context and specific issues related to the involvement of youth. The following were mentioned or documented during the field visit and in the Israel-specific literature review as significant.

34. **General context challenges:** Like in other countries of the MENA region, the

Israeli political situation presents challenges for international organisations wishing to engage. Even if NMY has clearly taken a non-political stance, the potential issues it had to address and work with were a result of its choice to work with young people from all communities.

35. **Youth situation specific challenges:** The situation of young people in Israel has also posed specific challenges for the project. Israeli young people have multiple responsibilities and many young adults are working and building families. Participants interviewed and the project coordinators reported that it was difficult for participants to stick with the NET-MED Youth working group for its entire duration, because of the demands on their time, and because of the fact that their lives kept changing. As a result, the coordinators were faced with having to recruit new participants for the working group on several occasions, with all the challenges in terms of integration and group dynamics that this involves. In addition, and despite the fact that volunteering has a long tradition in Israel, today's young people often experience challenges in explaining within their private context and the community at large why they are involved in some voluntary initiative. This is especially the case when the initiative involves members of different communities living in Israel.

4. Way forward

A. Replication and upscaling

36. **Ownership:** The participants met during the evaluation and all the reporting reviewed as part of the literature review point to the fact that the NMY working group members felt a strong sense of ownership for both the process they directly experienced and the project as a whole, and that they were fully on board with the values and objectives of the project. At the same time, it was also apparent that very few of the participants imagined their participation in the process as involving more than punctual participation, or that the project would develop into something more permanent. The regular meetings of the working group have come to an end, and as a result, so has regular contact between the participants. Neither coordinators nor participants believed this to be a particularly realistic expectation to have in the absence of specific activities and measures to foster the emergence of a more permanent structure with clear recruitment mechanisms. Regarding ownership on the part of the national or other authorities, there are signs of interest in the project among a variety of relevant authorities and stakeholders with influence in the policy community. These stakeholders are interested in both the content and results of the project, but also in the format and approach to how the working group worked. Some participants have become involved in other policy processes, including some directly

related to youth policy. These signs of interest and spin-offs cannot, however, be considered ownership or a specific perspective for the process to be adopted by any other institution.

37. **Potential for replication:** As it was organised and implemented in Israel, NMY would not be difficult to replicate – the project could be repeated or the process could be institutionalised by another authority as a permanent platform for youth consensus-building around issues of their concern and to foster youth participation in policy-making. The process has encountered relatively few problems and barriers and much interest on the part of a variety of relevant stakeholders. The products of the project have been welcomed as useful and are being used by some policy stakeholders. As UNESCO envisages a potential second phase of NET-MED Youth, the financial sustainability of the project beyond the first phase was not given extensive thought in the initial phase of the project. The project-carrying organisation only gave some thought to this issue towards the end of the project, when it became clear there would be no 'automatic' continuation. As of October 2018, there were no specific plans beyond the organisation of a last alumni meeting to discuss ways in which they might use their own networks and positions to disseminate the policy positions and recommendations of the project, and no clear perspective of uptake by any other institution. Furthermore, there was no clear perspective about continuation of funding from the EU.



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Jordan

1. Country context (including networks and dynamics)

A. Implementation context

1. NMY's launch in Jordan in 2015 constituted a very timely start as Jordan was in the early stages of preparing its new National Youth Empowerment Strategy 2017-2022 – which NMY contributed to, notably in the education chapter. On the other hand, developments in the international environment, including with regard to refugees from Syria, provided a challenging context for project implementation, across all ERs.

2. On the one hand, Jordan is a very young society, with over a third of its population aged 12-30 (the official definition of youth in the 2005 National Youth Strategy document) and high birth rates in recent years. On the other hand, the country is affected by high youth unemployment: statistics differ between organisations and institutions but figures in excess of 25% and under 30% are most frequently quoted. Access to education is generally assured for both young men and women, but the quality of education, notably its relevance and connection to the

labour market, require urgent change and reform. Levels of youth participation in social life are generally low, as are levels of volunteering and membership in youth organisations.

3. The youth policy agenda in Jordan is strongly internationalised. Jordan is a regional leader in mainstreaming youth issues within international fora including UN organisations and the Arab League. The first 2005 national youth strategy was developed jointly by the High Council for Youth (central government body responsible for youth affairs at the time, since then replaced by the Ministry of Youth), UNDP and UNICEF.

B. Alignment of the project to national policies

4. NMY was well aligned with Jordanian national policies in the field of youth. As mentioned above, Jordan is a regional leader in mainstreaming youth issues within regional and international fora. King Abdullah II has placed youth and youth policy high on the country's political agenda since his ascension to throne. This is reflected in increased numbers of youth policy documents since the beginning of the century, and in an increase in the number of institutions responsible for various aspects of youth affairs in the country. Both youth unemployment and youth participation are high priorities in national youth strategy documents. The first National Youth Strategy in Jordan, launched in 2005, identified participation, civil rights and citizenship, culture and information, information technology and globalisation, education and training, employment and environment among its nine top priorities. The youth strategy expired in 2009 and its status is now unclear; however, the new National Youth Empowerment Strategy 2017-2022 (not yet endorsed by the new Ministry of Youth and Culture) has renewed the focus on employment, participation and civil rights. All stakeholders have highlighted the importance of adjusting NMY to local priorities and needs, including in terms of shifting resources and priorities to a particular area (ER) or modality (capacity-building), as stretching the interventions too thin often results in a loss of depth of coverage in each area.

C. Aspirations of youth and nature of the youth networks

5. NET-MED activities in Jordan were developed through a participatory process involving youth organisations and two line ministries (Ministry of Youth/Ministry of Youth and Culture and Ministry of Planning and International Co-operation/MoPIC) in response to the needs and aspirations of Jordan's youth. There is no official or single national youth council, but the Jordan Youth Innovation Forum (JYIF), set up

in 2004 in the run-up to the first youth strategy, was the largest network of NGOs with 40 organisational members, 300 individual members and 1500 volunteers before NMY. The project resulted in setting up the country's largest network and coalition of youth organisations, and is – coordinated by the Jordanian Hashemite Fund for Human Development – JOHUD. According to local beneficiaries, NMY's approach in Jordan was not to 'reinvent the wheel' but to build on existing success stories and achieve synergies using the limited resources available, which proved effective and relevant in the course of project implementation.

D. Partnerships and synergies

6. As mentioned above, youth policy in Jordan is relatively high on the political agenda. Despite its relative relevance, its position remains changing both in institutional and priority terms. Institutional arrangements changed often in the last two decades, with the line ministry first replaced by a High Council on Youth (HCY) in 2001 only to be transformed back into a Ministry several years later and subsequently merged with the Ministry of Culture, later merged with another department to form Ministry of Youth and Culture. As mentioned above, international and donor organisations are closely involved with youth policy development in Jordan and help assure continuity in agenda-setting.

7. NMY's approach in Jordan to build on existing success stories facilitated the development of good synergies and partnerships with existing national and regional initiatives. First of all, the project had good channels of communication and regularly co-operated with key youth policy actors, notably the the Ministry of Youth (MoY), the Ministry of Planning and International Co-operation (MoPIC) and the Ministry of State for Media Affairs. NMY also established good working relationships with other projects and initiatives, such as the EU Med-Culture programme (including cooperation on cross-cutting issues related to youth and culture, such as cultural heritage), or the 'Support to Media in Jordan' and 'Youth and Life Skills' projects (both EU-funded and managed by UNESCO).

2. Summary of intervention mechanisms (relevance and effectiveness - alignment with the intervention logic).

A. Summary of activities under each ER:

ER 1: Inclusive, transparent, gender and disability sensitive and proactive youth networks/organisms in each of the ENP South Countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges

- Establishment of the NET-MED Youth Partners Working Group which includes the main partners of the project: Leaders of Tomorrow, Princess Basma Youth Resource Centre, Jordan Media Institute, Luminus and Tammei for Human Development.
- Review of youth policies "Assessing the broader youth environment", in partnership with OECD and Tammei for Human Development.
- Development of the organizational analysis of the Ministry of Youth to improve institutional coordination, in partnership with Tammei for Human Development.
- Support for the development of the "National Youth Empowerment Strategy 2017-2022" by chairing and developing the education chapter of the strategy.
- Collaboration with UNDP for the visibility campaign of the National Youth Empowerment Strategy through posts on the Ministry of Youth's online platforms.
- Development of an analysis of the internship programme, to assess and study the needs and challenges of involved stakeholders in systemizing and establishing internship programmes in public, private and non-governmental institutions in Jordan, in partnership with Leaders of Tomorrow.
- Launching the Coalition of National Youth Organizations, in partnership with Princess Basma Youth Resource Centre as the coalition's secretariat. The coalition initially consisted of 60 youth organizations at a national level and was scaled down to 46, due to the lack of participation of some members.

- Support for the newly established Coalition of National Youth Organizations in order to enable its members to actively contribute to the planning process.
- Thematic and outreach activities designed and implemented by the coalition members, tackling youth issues (gender, employment, civic engagement, etc.); a total of 1447 young people were reached (591 male and 856 female).
- Capacity-building and planning workshops conducted to discuss the coalition's action plan and way forward.
- Recruitment of an international expert to deliver recommendations on the coalition's way forward towards an independent body.
- Joining the UNSCR 2250 resolution coalition, led by the Ministry of Youth in Jordan to advocate for the resolution and ensure that youth programmes within UNESCO are linked to the UNSCR 2250 resolution.
- Co-chairing the youth coordination working group to support the Ministry of Youth institutionally. The group consists of key organisations working on youth issues in Jordan, namely OECD, World Bank, The Danish Programme, British embassy, the EU delegation, UNFPA, UNDP, USAID, GIZ, etc.

ER 2: Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of National youth strategies/ policies and to lobby for the sound implementation of these strategies/policies

- Consultation meetings on the Sustainable Development Goals with 133 representatives from 65 youth-focused organizations.
- Three training workshops on Gender Equality, film production and social media were held in Sahab, Jarash and Aqaba, benefitting 107 youth (58 males and 49 females). The discussions and inputs of the training workshops fed into the production of media materials related to youth issues.
- A debate platform for an open dialogue with the UN Envoy and their team in Jordan was supported by the NMY project, highlighting youth perception of the Jordanian National Youth Strategy, identifying gaps and possible solutions (participation of 75 youth from all over the Kingdom)

- Youth policies capacity-building workshops delivered to 82 participants - members of the Coalition of National Youth Organizations (21 males and 11 females), youth activists (20 males and 12 females) and government officials (10 males and 9 females).
- The launch of the Coalition took place at a media breakfast, marking a significant shift in longstanding efforts to support a vibrant and active civil society in Jordan.
- Support to the organization of 11 consultative meetings with the Higher Council for Youth (now Ministry of Youth), with the aim to strengthen the coordination process among intergovernmental institutions and youth CSOs and formulate youth-led policy briefs for the National Youth Strategy.
- Supporting youth and youth organizations to be part of the "National Voluntary Review" on SDGs led by MOPIC – a video was produced and presented in the High-Level Political Forum in New York.
- Delivering trainings to the coalition members on the use of For9a platform to promote opportunities and outreach activities.
- Drawing from the CDIS methodology, UNESCO is seeking to build a specific crosscutting indicator aiming at measuring youth participation to cultural life in Jordan, in particular in consideration of the importance of the youth in the country. The specific task required to build this new indicator are the definition of the parameters for the indicator, data collection, and preliminary testing leading to suggestions for further refinement on this indicator in a potential subsequent phase. This activity is ongoing.
- Delivered a training of trainers to 10 youth advocates on the Sustainable Development Goals who conducted 8 awareness sessions among their communities reaching around 181 community members.

ER 3: A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors

- Media content production training (mentioned above – gender training).
- Investigative Journalism and statistical analysis trainings; Skills were enhanced among young journalists on issues critical to youth development,

such as coverage of youth unemployment to 23 journalism students (11 males and 12 females) and, gained skills on investigative reporting; furthermore, 38 (18 males and 20 females) students were trained on statistical analysis related to this subject field.

- Four participants from Jordan attended the Beirut media monitoring workshop.
- Participants from Jordan took part in the “Global Media Forum: The Role of Media in Realizing the Future We Want For All” and the 5-day Asia-Pacific Youth Training on Media and Civic participation, both organized by UNESCO and key media partners in Bali in August 2014.
- Launch of Youth media perception survey to feed into the content and focus of media monitoring activities. The survey was carried out face-to-face at universities, community colleges and households. It reached 1,018 young people aged 18-29 (466 males and 552 females) from different governorates.
- A pre-event roundtable discussion was held with 25 young journalists, media professionals and representatives of youth organizations to identify the most optimal use of the findings before the launch of the Youth Media Perception Report.
- Finalized the Youth Media Perception Report and a Qualitative Media Content analysis and organized a launch event that was attended by the EU ambassador and the Minister of State for Media Affairs and over 100 participants.
- Collaborated with the Luminus Group to establish a unique creative media incubator in the Middle East. Its aim was to provide opportunities for 20 (12 males and 8 females) creative media talents in Jordan during its first year of existence, who benefited from this enabling space in order to refine their ideas, interact with industry professionals, be mentored and develop innovative start-up businesses. At least 5 media companies were officially registered as a result of the initiative; at least 50% of the products tackled youth issues.
- Five Jordanian young people participated in a sub-regional workshop focused on monitoring mainstream media’s representation of youth and coverage of youth issues, joining Lebanese, Palestinian and Syrian peers in Lebanon
- Consolidation of the youth-led online platform www.For9a.com

- Support for the Youth Tech Festival in Jordan, led by the Sisterhood is Global Institute (SIGI) under the theme “Youth, Gender and the Post-2015 Development Agenda”. Young people were trained on the use of information technology, social media, photography, videography, interview methods and design (posters and brochures) in addition to visual and performing arts (drama, music, etc.).
- Training on advocacy for the occasion of Unite4Heritage campaign for students from the Hashemite University in Jordan (Tourism College).
- Addressing youth skills gaps by providing hands-on opportunities and establishing links with industry for young Jordanian and young Syrian refugees by the Luminus creative incubator, partially supported by NMY.
- Organisation of three youth newsrooms to cover the local celebrations of World Press Freedom Days in Jordan (in 2015, 2016 and 2017).
- Two Jordan-based film students nominated by the Luminus creative incubator attended the Plural+ Youth Film Festival.
- Training delivered to AIESEC members on public speaking communications and negotiation, to further spread their knowledge and facilitate training and debate sessions in universities in Jordan.
- Training delivered to AIESEC members to pursue volunteering opportunities on a specific Sustainable Development Goal in Malaysia, Turkey and Tunisia; this in turn helped them to develop their leadership skills.
- Organisation of a Youth open day and networking event, attended by a youth princess in Jordan, EU Ambassadors, Parliamentarians, NMY project stakeholders, youth organizations and youth activists. A project video was produced and presented during the event to showcase the project’s main achievements.
- Support to the Accessible Jordan website, which aims to increase access to information to people with disabilities or issues on accessible places in Jordan, from employment spaces to cultural and touristic spots in Jordan, including an online campaign and event on the International Day of Persons with Disabilities (ongoing).
- Conducted an online campaign to increase the awareness of the rights of persons with disabilities.

- Launch of the online platform Accessible Jordan, which attracted the private sector and resulted to 4 partnerships between Accessible Jordan and the private sector (3 banks and 1 tourism company) to make their services accessible.
- Conducted a Media Information and Literacy mapping exercise in Jordan.

ER 4: A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation

- Conducting a comprehensive analysis on existing research and data availability to carry out a systematic quantitative assessment of future skills needs are met.
- Provision of upgraded MoPIC software (Eviews), a system of a statistical package for Windows, used mainly for time-series oriented econometric analysis.
- MoPIC participated in the Second Regional Workshop on Skills Forecasting alongside the employment expert. The workshop was an opportunity to establish South-South knowledge-sharing channels, showcase the features of JOPMOD and highlight how it could be further supported through specific additional modules, to enable the model to better reflect age, informal sector and migration issues, particularly given the high number of refugees in Jordan.
- Establishment of the National Expert Team for the Skills forecasting, consisting of two subcommittees: the technical committee, with 8 governmental entities; and the operations subcommittee with 12 representatives of both civil society organizations and UN agencies. 26 participants took part in the skills forecasting mission consisting of the UNESCO team and the External Expert Team, 2 representatives from MoPIC, 6 youth organizations, and 14 representatives from other national stakeholders. The mission included discussions with the technical committee on shaping the skills forecasting model and national diagnosis. Periodic meetings were planned, and capacity assessment workshops held with the 2 committees that make up the National Expert Team. During the workshops,

the stakeholders agreed on an action plan for the development of additional modules as well as on the content of capacity-building sessions.

- Attendance at the “Conference on Arab Youth Employment, promoting Innovative Solutions to Long-standing Challenges”. The conference aimed to bridge the evidence gap on youth employment and create space for partnerships to form, scale up, and replicate successful initiatives. The conference was an important platform to talk about the progress of the skills forecasting model in Jordan and the inter-sectoral activities.
- Development of an analytical review of existing tools and mechanisms of labour market analysis in Jordan to assess the status of changing skill needs in the labour market in Jordan with the goal of highlighting the items, which are currently missing for the development of a full-fledged Labour Market Intelligence and Information System (LMIIS) in the future.
- Supported Leaders of Tomorrow in the development of the Souq Fann platform – an e-commerce portal that allows artisans (mainly women) to generate income through selling the handicrafts online.

B. Resources

8. NMY Jordan project had one national coordinator within the UNESCO Jordan office. UNESCO’s programme specialists in Amman office from the Education and Communication and Information sectors were also involved in the project, in addition to the national coordinator, the project assistant and the temporary assistant recruited to follow up directly with MoPIC on ER 4 on the Skills Forecasting activity and the update of the JOPMOD model. The workload required more human resources than the budget and resources allowed for. According to local beneficiaries, a change in the coordinator post in July 2017 resulted in some loss of institutional memory and momentum.

9. Local stakeholders reported very high levels of need in the fields of youth and education that NMY could not fully address due to limited resources. The employment component turned out to be very resource-intensive due to the involvement of many government stakeholders lacking flexibility (including MoPIC). A large portion of the budget for the ER4 component went to external consultants, leaving limited resources to carry out direct activities with youth in Jordan. UNESCO Jordan office noted that in their view ER 4’s focus was primarily set on formulating a long-term impact (i.e. skills forecasting), an up-stream component rather than a

youth activity per se. Furthermore, the external consultants recruited for the skills forecasting exercise were responsible for the skills forecasting of the region, potentially creating economies of scale, and leaving less space for a detailed report on the skills needs/forecasting in Jordan specifically.

C. Governance and operational/managerial mechanisms

10. The NMY country team reported to UNESCO HQ in Paris, from which it received its annual budget. NMY Jordan project worked with MoY/MoYC, MoPIC, youth organisations coalition, JOHUD, UNDP, UNFPA, consultancy firms and consultants as well as UNESCO HQ and the local EU delegation – this multitude of stakeholders required more resources for the management of relations and follow-up.

11. NMY Jordan used a number of coordination mechanisms to ensure synergies and add value to existing and upcoming youth programmes, including the UNDAF youth coordination group with UN agencies, the UNSDF opportunities working group which focuses on youth, the donor coordination working group to support the Ministry of Youth and working with MoY on the UNSCR 2250 on youth peace and security (2015).

12. Local and international stakeholders (like OECD) have reported good use of communication tools by NMY Jordan, including videos, leaflets, infographics, as well as a user-friendly, youthful design of materials and good use of social media to communicate with key beneficiaries and external stakeholders. According to some external stakeholders, local actors took much of the credit for the Coalition's work, with little recognition for UNESCO's contribution.

3. Achievements and challenges (covering effectiveness and efficiency)

A. Overall results

13. According to most stakeholders and documents made available to the evaluation team, NMY achieved good results across all four Expected Results. Nonetheless, some stakeholders felt that although good work was delivered across all ERs, connections and synergy between them was not always optimized. It was

also noted that youth participation not being the norm in media and employment work, levels of participation have varied between ERs.

14. Details of individual, organisational and policy-level results are listed below.

15. Results at individual level:

- In the words of one focus group participant, NMY was a 'good investment in people' in terms of their skills and capacity to engage in youth policy
- Networking opportunities were provided to strengthen ties between active individuals, including members of youth organisations participating in the working group
- The project also resulted in wider inclusion of young people without formal qualifications – as the project's training activities did not have formal education requirements, they were more accessible to a wider pool of young people without formal qualifications often required by other training providers.

16. Results at organisational level:

- UNESCO developed its competences and increased its credibility as a youth policy stakeholder.
- UNESCO developed its competences and increased its credibility in the field of media, notably with a focus on youth.
- Strengthening of important youth initiatives in Jordan such as Souq Fann and Forsa – the latter with a very good potential to become a key regional youth initiative (20.000 visitors per day, 1.5 million Facebook visitors a week, 20-25% from Jordan, 18% from Egypt, the rest scattered across the region)
- The project increased the involvement of a diverse range of youth organisations in the coalition.
- The project also increased opportunities for networking among organisations from different fields through their participation in the coalition.
- High-quality training was delivered by international trainers recruited by UNESCO in the field of youth policy development, participation and media.

17. Policy-level results:

- Establishment and operationalization of the first Coalition of National Youth Organizations. The project resulted in mainstreaming and in an overall better awareness of youth issues in Jordanian media.
- The 'Assessing the broader youth environment in Jordan' report commissioned by NMY and produced jointly by UNESCO, OECD and

Tammey remains a key reference document for youth experts and policy-makers in the country.

Key enablers

- Good focus on entrepreneurship and employability – highly relevant to the national needs and context.
- Good synergies and co-operation with other actors (UNDP, UNFPA, EUD, Ministry of Youth).
- Good networking among Amman-based organisations and some networking among organisations based outside of the capital.
- Operationalization of the first Coalition of National Youth Organisations gave the project a distinct edge over other organisations and projects.
- Permanent local presence allowing UNESCO to build on past experiences, as opposed to one-off EU projects and interventions.

Key bottlenecks

- Changing political and administrative environment (HCY turned MoY, ministerial replacements, etc.)
- Potential of the regional dimension and activities engaging the whole region perceived as not fully utilized.
- High funding and support needs in all key areas: education, youth participation and employment (sub-granting was particularly popular – not enough funds)

Gender equality

18. The project achieved good levels of gender-balanced participation across most of its activities. Where activities retained specific gender information, there was a good balance of genders with a slight majority of female participants. In addition, focus group participants suggested that the project could have done more to encourage male participation in the project, also noting that in Jordan young men are less likely to participate in community and volunteer work, focusing on paid employment instead.

4. Way forward - replication and up-scaling potentials

A. Replicability potential

19. All Jordanian stakeholders consulted agreed that the project resulted in an important positive momentum in youth policy (notably participation, media and employment) that should be capitalised upon beyond the scope of the NMY project. Furthermore, stakeholders highlighted that due to restricted capacity of national bodies, international and donor support such as UNESCO and NMY are of great added value in the country. Findings from the field indicate that the potential replicability and scale-up of NMY lies in the following elements: sustaining the online platforms for youth mobility and employment (www.for9a.com and the Souk Fann online store); sustaining the Accessible Jordan website; further development of the employability component, allowing for the skills forecasting model to be fully elaborated and embedded within national practice, with the involvement of key international stakeholders such as the ILO; sustaining the National Youth Organisations Coalition; further co-operation with other key stakeholders on further development of the National Youth Strategy.

20. Suggestions from the Focus Group with beneficiaries (young people and youth organisations) included: greater focus on mental health issues, including stress and depression; focus on IT and technology and communication with young people; educational reform; language diversity; arts and media; volunteering including validation and recognition of voluntary work at local and national level in Jordan.

B. Ownership

21. NMY Jordan achieved varied levels of ownership across ERs. Involvement of both young people and partners and direct beneficiaries in the design and implementation of activities differed between ERs, with more hands-on and participatory approaches in ERs 1 to 3 and more formal and expert work in ER4.

22. According to some local stakeholders, one of the main outputs – the coalition of youth organisations – although a significant achievement, will not be the same after project closure, and although networking channels and contacts will remain for some time, individual and organisational activity is likely to fade away in the absence of sustainable activities and funding. A number of interviewees noted that the structure of the coalition was highly formal and that more flexibility and delegation of responsibility to member organisations would have allowed for more ownership needed at local level.



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Lebanon

1. Country context (including networks and dynamics)

A. Implementation context

1. The country has a vibrant youth population in which hundreds of organisations and groups across the country are utilizing the youthful energy as they work with and through young people on many pertinent issues such as human rights, gender-based violence, nationality rights, civil marriage and marginalized populations. Through demonstrations, young people often seek unofficial channels that will allow them to voice their concerns and become more active. The 'You Stink' movement, for instance, unleashed a series of protests and led to other movements including 'We Want Accountability' and 'To the Street' to express youth voices including the widespread use of social media. The political and economic situation were affected over the course of the NET-MED Youth (NMY) project, from the impacts of the conflict in Syria, including a large influx of refugees. Youth in Lebanon, defined as people aged 15-29, remain the largest age sub-group in the country (28%). As a

start many youth are in a difficult position during their transition to adulthood, being confronted with limited education and/or employment opportunities and other obstacles to their autonomy and to their self-realization, making them the most vulnerable group.

2. Although Lebanese youth is generally highly educated (literacy rates over 99%, secondary education enrolment of over 68% and tertiary education rates of over 42%), unemployment rates remain high at 20-25%, making a third of Lebanon's youth eager to emigrate.

B. Alignment of the project to national policies

3. Lebanon has a rich and diverse youth sector - many NGOs work in youth development across Lebanon, with most youth development projects focusing on mobilizing youth and empowering them to be active citizens; this is done mainly through trainings, planning and implementing youth communal projects.

4. Many years of uncoordinated activities resulted in the conclusion that a national youth policy was a necessity. A coalition of youth organisations launched the Youth Advocacy Process (YAP) in 2000, in partnership with the newly established Ministry of Youth & Sports and the United Nations Youth Task Force. YAP was a network formed of youth NGOs that have engaged collectively in lobbying efforts with the aim of legislating a national youth policy.

5. This process took over a decade, with numerous consultative meetings including with UNESCO (First Youth Conference in 2001) and with the Prime Minister's Office and Parliament. The first, still interim achievement was the Council of Ministers' decision No.80/2007 entitled 'National Advice over the Youth Policy' issued in 2007. In 2012, the government endorsed a 'National Youth Policy Document' and set up the National Youth Forum, bringing together youth wings of all political parties as well as youth organisations, but implementation of the document and formalisation of the Youth Forum remain outstanding (as of December 2018).

6. In this context, the value of the NET-MED Youth Project in Lebanon resides not only in fulfilling its ambitious overall regional objectives, such as creating an enabling environment for young women and men to develop their competencies, exercise their rights and meaningfully engage as active citizens, particularly in decision-making relating to political, social, economic, educational and cultural policy and planning processes. It also lies in localised objectives such as creating social cohesion in Lebanon through intercultural and inter-religious networking and

dialogue on the national level, both between Lebanese groups and communities as well as between Lebanese and other nationalities, including Palestinians, and most recently Syrians to build bridges and reduce the likelihood of unrest.

7. NET-MET Youth was well-aligned with Lebanese National Youth Policy priorities. The NYP covers five sectors: demographic properties and emigration, education and culture, social integration and political participation, employment and economic participation, health, at least three of which (education, social integration and participation and employment) overlapped with NET-MED Youth's activities.

C. Aspirations of youth and the nature of the youth networks

8. NET-MED Youth activities in Lebanon were identified through a participatory process involving youth organisations in response to their needs and aspirations. Organisations were selected through a call for participation to the Lebanese working group. Grantee youth organisations recognised that their projects responded to the aspiration of a smaller group of youth. Quite importantly, the project did mobilise youth in local communities, including in South Lebanon, which has proven to be a significant achievement (see section 2).

D. Partnerships and synergies.

9. Youth policy governance in Lebanon is overseen by the Prime Minister's Office and the Ministry of Youth and Sports, as well as the Parliamentary Committee of Youth and Sports. The MoYS has inherited the youth department from the Ministry of Education as part of a government reform and the work of the ministry to date is not very focused on youth issues, as the youth brief only takes up around 10% of the ministry's resources, with 90% spent on sports. The Parliamentary Committee on the other hand has made considerable progress on youth issues including supporting the development of the National Youth Policy document. The UN-coordinated Youth Task Force involving UNESCO, UNICEF, UNDP, ILO and UNFPA is a significant contributor to youth policy matters in Lebanon.

10. Although no formalised partnerships have been developed with MoYS or the Parliament, NMY Lebanon was part of the Youth Task Force, alongside other international organisations, and contributed to policy recommendations, notably the development of the National Youth Policy Action Plan. Lebanese NET-MED Youth activities focused strongly on local issues and tried to keep a bottom-up approach, building momentum by developing partnerships across the country first, before

moving to central institutions. The programme supported creation of locally-elected and gender-balanced youth councils, thus facilitating youth participation at a grassroots level.

11. The project provided capacity-development opportunities to the members of the National Youth Forum, although no numbers of actual users representing the NYF have been retained.

12. The project also developed a partnership with the Union of Lebanese Municipalities for local youth empowerment and capacity-building and more direct and engaged communication with young women and men. Networking among CSOs was a strong point of the activities. Partnerships with seven focal point NGOs across the country allowed for enhanced communication and coordination of activities on the ground, with local partners and with organizations; it also helped to ensure sustainability, which in turn contributed to a multiplier effect and to better communication with the wider civil society.

13. A partnership with national and regional TV stations (Arab Women Satellite Channel) enhanced project visibility at local and regional level and possibly contributed to a greater impact of activities.

14. Under ER4, the project led to a partnership with the Lebanese National Employment Office and with multiple NGOs active in the field of employment for wider dissemination of skills forecasting study.

2. Summary of intervention mechanisms (relevance and effectiveness - alignment with the intervention logic).

A. Interventions and activities

Expected Result 1: Inclusive, transparent, gender and disability sensitive and proactive youth networks/organizations in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.

Activity 1: Preparation of a comprehensive online regional directory of youth organizations in each	Implemented. Mapping available, produced in partnership with Byblos Center.
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of the 10 ENP South countries, comprising of information for each country and taking stock of previous similar exercises carried out or being carried out.	
Activity 2: Support/consolidation of existing national networks of independent youth organizations in at least 7 of the 10 ENP South countries and establishment of working groups at national level covering the three relevant themes of action.	Implemented. NET-MED Youth Working Group operational at the national level, including local antenna across vulnerable/deprived regions of Lebanon.
Activity 3: Development, launch, and extensive promotion of a new – comprehensive, full-featured, tri-lingual (English, French, Arabic) – online platform based on open technologies. Accessible to persons with disabilities. Tested for unimpeded access in all 10 countries on PCs and mobile phones.	Lebanese platforms covered by the regional study of youth online platforms. Discussions ongoing to consolidate pilot platforms
Expected Result 2: Capacities are built in order to empower young women and men to participate in reviewing and revising national legislation on youth, to advocate for the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies where they exist.	
Activity 4: Analysis of the situation of youth and youth issues, including in terms of existing relevant policy provisions in each of the 10 ENP South countries.	Implemented. Study available and produced in partnership with Byblos Center.
Activity 5: Capacity development of youth organizations and concerned stakeholders to develop/review/revise and implement inclusive public policies on youth.	Needs-based and contextualized capacity-building cycles delivered. Creative training tools developed. Raised awareness among teachers and students on the role of the parliament and democratic practices in Lebanon by

	creating an educational board game/tool ('Badda Jalse' game). Raised awareness on active citizenship, leadership, and conflict resolution among 45 high school students from a network of schools.
Activity 6: Formulation of, and advocacy on, policy provisions and related action plans, with the participation of youth in 5 ENP South countries (based on the analysis foreseen in activity 4).	Advocacy campaign deployed on the importance to implement the existing legal and policy frameworks related to youth. Activity reach to and mobilizing universities and students as well. Produced a knowledge document by documenting the elections of the Youth Council in Jabal El Sheikh, as good practice in English and Arabic and improved the youth awareness on environmental sustainability. Policy provisions and youth actions plans formulated and valorized at municipal level, reinforcing youth access to public decision-making Local youth councils were supported in pilot municipalities. Booklets and guidelines were also produced to facilitate and nurture the unprecedented cooperation model between youth organizations and local municipal stakeholders. A Youth Council for the Union of Municipalities of South Metn has been established, for instance, in February 2017, composed of a total of 38 young women and men who built their skills through a series of training workshops for more effective participation in local governance, in

	collaboration with 3 municipalities. A very concrete illustration to this is the Youth Council within Hazmieh Municipality”. • A ‘Youth Shadow Municipality Council for Beirut’ was established, with 24 youth elected as municipal members; followed by a training of trainers of this municipal council on leadership, fundraising, civic engagement and communications; another output is a joint action plan by the Youth Municipal council to be implemented in Beirut. • NET-MED Youth organized 2 sets of training workshops on the rights of Persons with Disabilities (PWDs) to promote inclusive cities. They benefitted to 24 youth participants (including 6 visually-impaired). A mapping of public spaces’ accessibility was also produced by participant youth, covering both public and private spaces in Beirut and other cities and villages. A report was presented to Beirut Municipality on estimated costs of rehabilitation; as well as a social media campaign to draw interest on inclusive urban design, with a total of 5 videos produced and disseminated widely.
Expected Result 3: A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth <i>vis-à-vis</i> national policies and programmes across various sectors (education, employment, access to rights, freedom of	

expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).	
Activity 7: Capacity-building to monitor coverage of youth news, rights, achievements, perspectives as well as youth representation, in mainstream news media (TV, radio, newspapers, magazines, etc.).	Implemented. Media monitoring capacities built among youth. Survey on youth’s perceptions about media produced.
Activity 8: Design and implementation of an active outreach strategy to encourage mainstream media to become more supportive of youth perspectives and positioning <i>vis-à-vis</i> national policies and programmes; to regularly showcase youth news and achievements and feature youth voices that are otherwise confined to social media alone; and to increasingly interact with young women and men.	Implemented. Meetings/discussions connected youth and media actors. Young members of NET-MED Youth Working Group featured in different media outlets. Communication actions on selected themes (youth’s economic empowerment, SDGs, social cohesion, inclusive design, cultural heritage, freedom of expression, media and information literacy).
Activity 9: Fostering media information literacy, awareness of freedom of expression, and media production skills among young women and men; thereby building their capacities to critically and effectively engage with media and information providers, and strengthening their advocacy and monitoring efforts regarding youth strategies/policies.	Implemented. Strategic communications/media production, and media and information literacy training cycles delivered, tailored to needs identified by working group. Capacity building on the use of media for social cohesion. Youth production of radio programmes, short films and pilot TV programme.
Activity 10: Enhancing professional capacities among young journalists, bloggers and citizen journalists; to support young women and men’s expression and watchdog role regarding strategies/policies affecting them.	Implemented. Young journalists, bloggers, photographers and filmmakers took part of several training cycles.

Activity 11: Strengthening South-South and North South interaction and exchange between youth organizations, young journalists, bloggers and citizen journalists.	Implemented at the regional level. Lebanese young journalists, bloggers and advocates took part in exchange opportunities, allowing them to learn and share experiences in the field of media and communications. A sub-regional workshop on media monitoring built capacities of youth from Jordan, Lebanon, Palestine, and young Syrians living in Lebanon. Regional online course implemented by Lebanese CSO SMEX built capacities among young Arab digital journalists, including toward ensuring their safety and fostering their awareness of freedom of expression principles. Enhanced the capacity of 20 Arab youth from 10 Arab countries on research and actions to promote the culture of non-violence. Supported the advocacy campaign on “Youth, peace and security” (in line with UNSCR2250) by a group of 15 volunteer youth peacebuilders from 8 Arab countries.
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Expected Result 4: A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.

Activity 12: Comprehensive national diagnoses of skills development, transitions and business creation policies and programmes targeting youth at national and regional levels, and analysis of persisting barriers to	1 country position paper on labour market challenges and skills anticipation techniques developed 6 sectoral prospective reports produced in collaboration with the National Employment Office through a qualitative
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work, projections regarding the regional workforce and employment requirements and related policy recommendations.	method and capacity building and inclusive approach
Activity 13: Assess and develop the networking, planning and leadership capacities of selected youth organizations to ensure their active participation in the design and governance of skills development, transitions and employment programmes.	Capacity development cycle held with youth organizations on challenges regarding transition to labour market, policy planning using skills anticipation techniques (youth-friendly material designed) and advocacy methods Includes the involvement of youth organizations as part of National Stakeholders Platform
Activity 14: Launch of regional and national campaigns led by the national working groups on Youth and Employment in close cooperation with youth organization networks, aimed at improving the business and employment environment with regard to youth and increasing the representation of youth organizations in employment and skills development governing entities.	Development of a Toolkit and related capacity development of trainers on Strengthening Young Women and Men to Act on youth unemployment in Lebanon

B. Resources

15. According to UNESCO Beirut Staff, there were sufficient resources to deliver the project on the ground, and the contribution from the State of Kuwait helped to strengthen the project in Lebanon, although considering local needs across all ERs, additional resources would have contributed to increased impact and outreach.

16. The project benefitted from a well-staffed local office and its operational capacity in a range of fields of expertise including a TVET/ESD programme specialist, an SHS programme specialist, a CI programme officer. The SHS Sector team was most involved (in terms of workload), followed by CI and TVET. Everyday operations were in the hands of a national co-ordinator, who left the project in early 2018. Despite her subsequent replacement and follow up by three programme

specialists, this has resulted in some loss of institutional knowledge and testifies to the importance of staff retention as well as accurate record keeping at national level.

17. The project was a substantial contribution to UNESCO Lebanon's operations in the field of youth in Lebanon, but it was not the biggest donor-funded youth project or programme in the country, with other programmes run by the EU (country-level).

C. Governance and operational/managerial mechanisms

18. The UNESCO office in Beirut is in the regional bureau for education in the Arab States. It also covers Syria. The local coordinator reports to the relevant Programme Specialists based at the Beirut Office and to the UNESCO Representative in Lebanon. The local coordinator works closely with the coordination team at UNESCO HQ.

3. Achievements and challenges (covering effectiveness and efficiency)

19. Globally, there has been a good achievement of results across all ERs. The project enjoyed overall positive evaluation among participants, including among young people who benefitted from activities and local stakeholders.

20. One of the project's main achievements was the ability to bring together a substantial number of young people (2,000) and youth organisations (over 150) for the purpose of engaging with youth policy and youth participation. The project's regional coverage, dividing the country into seven regions and the ability to involve young people of all major groups in Lebanon, including refugees, is particularly worth noting.

21. The project had a significant outreach to grassroots-level groups across the country through the local youth and community centres. The national Lebanese NET-MED Youth small-scale grant scheme helped to develop and sustain youth networks as its terms stipulated that grants could only be obtained by consortia of at least two youth organisations.

22. Furthermore, the project substantially contributed to the widening of youth participation at local level, including help in setting up local youth councils in pilot municipalities. NMY supported the creation of guidance materials to facilitate and nurture an innovative and unprecedented cooperation model between youth

organizations and local municipal stakeholders.

23. What is more, UNESCO's role within the Youth Task Force enabled a close relationship with the policy community in the country.

Impact

24. The project has had a good impact in most areas of activity, notably at local level and in terms of networking and youth participation. Under ER1 and ER2, the project resulted in the empowerment of a large group of youth NGOs and young people, through networking and capacity building of NGOs, and by building a large network of NGOs within Lebanon. According to local project staff, UNESCO continues to work with around 60 NGOs (out of over 150); the network reaches across a range of sectors, assuring cross-sectoral impact of the project. At local level, the project's impact is most sustainable, including setting up the youth council in Hazmiyeh and documenting the process of electing a youth council in the Jabal El Sheikh. NMY also resulted in the inclusion of Lebanese, Palestinian and Syrian youth – but the issue remains contentious as many local stakeholders insist that more attentions should be paid to needs and issues of Lebanese young people, whereas international and donor organisations focus on the inclusion of all groups.

25. Results achieved under ER3 have also had a good impact, but would require further resources to be committed in the longer-term to be sustained, with good potential partners available locally. Results achieved under ER4 have had a good impact, but it is limited by the structural separation from other project components (as explained above, partly function of project architecture and partly a result of the 'silo' approach in civil service and government administration). The International Labour Organisation in Lebanon started using NMY outputs on skills forecasting, contributing to impact as well as sustainability of outputs. Skills forecasting is a novelty in Lebanon and if integrated well into national and local practice have the potential to achieve good long-term results.

Key enablers

- Lebanese youth organisations have a long-established tradition of activism across sectors, which helped the broad NMY agenda implementation.
- UNESCO was involved in key youth policy processes and institutions (Youth Task Force composed of UNESCO, UNICEF, UNDP, ILO and UNFPA).
- UNESCO had a good reputation in the youth sector (as above).

- The project, notably ER1 to ER3, was managed in a participatory and consultative manner.
- The Lebanese National Commission for UNESCO supported the project.
- The NMY national network included strong civil society partners with their own regional networks, allowing for a good coverage across the whole country, including Chabibeh Club (Greater Beirut), DPNA (South), Safadi Foundation (north).

Key bottlenecks

- The project operated in a changing political environment, with changes within the government and in the international environment that affected implementation.
- The project experienced a lack of capacity at the national level (government) due to the MoYS' relative lack of staff and resources to engage in youth policy development and other departments' lack of engagement in youth employment matters.
- Despite all the efforts made and events organised (such as the regional events on strategic planning or the gender training workshop), the project experienced a perceived shortage of regional activities in relation to the aspiration of participating youth. perceived
- Perceived lack of sustainability at national (government, central) level - this refers to specific project outputs as well as areas of activity (i.e. work on skills forecasting is unlikely to continue, and so is cross-sectoral co-operation on youth issues covering media, gender and youth empowerment). Not all areas of project activity were equally connected to others; ER4 appears to have been run in isolation.

Gender equality

26. Lebanese NMY project activities overall considered gender aspects in its activities and structures, namely through balanced involvement of men and women. Local staff report a balanced participation of young men and women in the working group and local activities. The local Youth Council elections in Jabal El Sheikh used a parity formula where votes had to be cast on both male and female candidates (reportedly, a first in Lebanon).

4. Way forward - replication and up-scaling potentials

A. Replicability potential

27. The project was well set-up across all ERs and as such would be easily replicable and up scalable, but this would require substantial resources. At the time of the field mission, there was no certainty as to the future of the programme and its continuation (beyond the fact that the current edition of NMY was ending in December 2018).

28. The project adjusted very well to the local context in Lebanon, thus limiting cross-border replicability, and challenges in national governance make country-level replicability difficult. However, due to strong co-operation at local level, replicability of certain activities and outputs locally is particularly feasible. The documentation regarding Youth Council in Jabal El Sheikh is a good illustration of this – it is a low-cost intervention that can be used as a template for other youth council elections across the country, resulting in empowerment and participation of youth. Other documents such as booklets and guidance on local youth councils could be easily replicated across the country and provide an innovative contribution to local youth participation.

29. Media and literacy activities are replicable and with good up-scaling potential – if resources were made available – as there are credible local and international partners with an interest in continuing the work. NMY's media activities were a relative novelty and with few other actors in the sectors, UNESCO could further strengthen its position in youth and media expertise.

30. Local stakeholders overwhelmingly reported government's weakness and lack of leadership on youth policy matters, thus calling for UNESCO to play an active role, notably within the Youth Task Force in order to consolidate results and transform them into more long-term results.

B. Ownership

31. Ownership during project implementation was good. UNESCO Lebanon's previous involvement in the youth field and a wide national network built up within NMY activities resulted in good levels of local ownership among youth and youth organisations. Partner organisations interviewed during the field mission confirmed that they felt included and valued and thus developed good ownership of NMY.

32. Challenges emerge in future ownership of the project. As mentioned above,

national authorities responsible for youth policy suffer from capacity issues and may not take lead on the project. Institutions responsible for employment and employability may not lead as well as most of the project concerns matters outside their remit (youth participation and youth policy). No formal agreements are in place for the transfer of ownership to any other institution. What is more, lack of a sustainable framework for future operations endangers some of the long-term results. The future of the national network and its operations are threatened by the lack of funding and by the absence of long-term sustainability.

Annex: Detailed list of ER 3 Activities:

ER4 - Youth & Employment Component activities in Lebanon
(reconstructed on the basis of inputs from the TVET Officer)

- ✓ Meetings organized for the External Expert Team with 25 experts from 18 institutions: Government, Private sector, Syndicates, Trade Union, Universities, TVET institutes, NGOs, HR, and youth in 9 different sectors: Agriculture, Industry, Trade, Services and Tourism, IT, Labor, Construction, HR and guidance, national and International NGOs.
- ✓ Six sectoral meetings with experts from the Private sectors and Youth NGOs as well as two staff members from the national partner National Employment Office NEO have been conducted. The details of the sectors are as follows:
- ✓ Engineering and Creative Services (16 participants, 5 females); Energy, Oil and Gas (8 participants, 4 females); Agriculture, Food Processing and HORECA (6 participants, 3 females); ICT (5 participants, 2 females); Transport and Logistics (13 participants, 3 females); Agro-food sector. Six sectoral reports on forecasted skills and occupations have been developed to provide timely labour market intelligence on each of these five sectors. Capacity-building training sessions were also conducted for 25 young professionals, introducing the different research, communication and interviewing techniques for the participants to better collect facts, interpret the ISCO and ISCED standards, and drafting technical reports.
- ✓ Building on the skills forecasting findings, an 'Animator's Guide on Future Occupations and Skills' was developed in Arabic covering the six sectors covered by the Skills Forecasting Model project. A training workshop on this Guide was conducted for 20 youth trainers from NGOs in different regions. Building on this Training and this Guide, these youth participants have so far conducted more than 10 training sessions for young people aged 16-22 (more

than 250 young men and women reached) in various regions on the trends of the labour market.

- ✓ A capacity-building workshop with 6 youth delegates from NGOs was organized. The Skills Forecast Initiative Launching event (37 participants including 21 male and 16 female) presented the results of the five sectoral workshops to a wider group of stakeholders and held discussions on proposed approach as a tool to anticipate labour market dynamics and support evidence-based decision making in education, training and employment.
- ✓ A four-day workshop targeting around 50 youth in the Bekaa region, most of them unemployed or with limited employment opportunities, in order to improve their job hunting skills. The workshops focused on life skills training, CV-writing and interview skills, vocational guidance, as well as raising awareness on the Lebanese Labor Law. Following these workshops, nine of the participants applied either for trainings or for work projects at the Danish Council. The majority of participants will also be part of a project to support people with special needs with the local Youth Unit Association.
- ✓ A toolkit for strengthening young women and men to act on youth unemployment in Lebanon through advocacy and campaigning' has been produced and disseminated, in both English and Arabic versions; a training workshop based on this toolkit was conducted for a group of 30 youth trainers (22 F; 8 M) who are now conducting similar youth trainers in their communities and NGOs. So far, 2 training have been completed by 2 teams of 3 youth trainers each (in Beirut and Saida).
- ✓ A group of 32 disadvantaged youth in Akkar built technical/artisan skills; through a short course training (10 crochet workshop) for 16 youth ranging between age of 18-35; and a training workshop (3 courses) for 18 participants aged 17-21. An exhibition is being organised to showcase the artistic skills and outputs of the participants.

For Education for Sustainable Development (ESD)

- ✓ As follows-up to the regional ESD workshop, a national ESD project was conducted in Lebanon; a group of 17 youth activities (13 F; 4M) were empowered for leadership in the ESD and SDGs field through building their skills and capacities in educating and mobilizing their communities towards sustainable development and supporting and implemented as interactive sustainability guide for a total of 10 public schools in different Lebanese

regions; reaching almost 300 school students aged 8-15; including on sustainability concepts, recycling, water preservation, and educational field visits to 2 different eco/nature educational centres. (Joint partnership between UNESCO Beirut, ODDD, Lebanese NATCOM, Le Drageon Eco-Centre, and MACAM).



European Union



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Libya

Note for the reader: The country fiche for Libya has been produced based on a different approach to other country fiches. A field visit was not possible due to security reason and interviews were conducted remotely over phone and skype. The data from interviews have been completed with documentary evidence from the project. The depth of information for Libya is, despite all the efforts invested, less than for other countries. The special situation of the national coordinator and the specificity of the implementation of activities have also led to the absence of a discussion on the organisational setup and the efficiency of the implementation. Finally, the structure of the fiche somewhat differs from others due the difference in approach and the nature of the information gathered.

¹⁰⁵ The evacuation of UNESCO staff took place between 13 and 14 July 2014 according to UNESCO staff.

1. Country context

1. The context in which the NET-MED Youth Project rolled out in Libya was undoubtedly challenging. The NMY Project started in February 2014 with an inception phase meant to last until September 2014. During that time, Libya's political context evolved dramatically as unrest broke out after parliamentary elections in mid-2014.

2. This also led most of the international staff for international organisations and NGOs to evacuate the country. Most staff were resettled in Tunis, where they continued to perform their duties.¹⁰⁵ In the case of NMY, this meant that the UNESCO field office international staff was not present in Tripoli when the programme was set to start and that almost all the preparatory work was rendered irrelevant as most youth NGOs in Libya had switched their focus to peace-building¹⁰⁶.

3. After the 2014 evacuation, UNESCO was almost entirely operating from Tunis, with only one national coordinator on site in Tripoli. UNESCO was also the only international organisation with staff present in Tripoli at the time¹⁰⁷.

4. In addition, the EU had frozen most programmes in Libya and only continued to fund interventions geared towards security and peace-building. This appears to have also been a reason for repurposing NMY in the country.

5. In order to implement the project, UNESCO established contact with ACTED (an international NGO) that was the only organisation with field presence in all Libyan regions. This agreement lasted for 18 months; after this period, logistical implementation was handed over to UNFPA.

6. UNDP and UNICEF have also used NMY as a vehicle to carry out some of their planned interventions, as NMY was by and large the only programme running in Libya.

A. Alignment to national policies or agendas

7. The political situation in Libya did not allow NMY to align with national strategies and policies as such. The Government of National Accord was formed under a UN-led initiative in 2015 and the UN recognized the GNA as the sole legitimate executive

¹⁰⁶ Confirmed by interviews and documentary review

¹⁰⁷ According to informants

authority in Libya.

2. Summary of intervention mechanisms

8. Libya operated a little differently than other countries in the programme but managed to cover some of the expected results such as:

- Conducting the mapping of youth organisations and international youth stakeholders operating in Libya
- Building a network of youth organisations across the country
- The policy making activities have been repurposed as peace-building activities through trainings and workshops
- Production of research and studies on youth organizations
- Production of a youth policy paper
- Organisation of advocacy and consultation fora with youth organizations and local decision-makers, bloggers and experts
- Funding of youth-led projects through grants on democracy, SDG advocacy, peace-building, heritage, legal and constitutional aspects

Overview of the activities implemented in Libya based on the work programme

Activity	Implemented
Expected Result N°1 Inclusive, transparent, gender and disability sensitive and proactive youth networks/organization s in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.	
Activity 1 : Production of directories and/or mappings of youth organizations	Implemented. 02 mappings available covering youth CSOs but also international youth stakeholders
Activity 2 : Establishment national networks of independent youth organizations	Implemented. Operational NET-MED youth working group consisting of 30 members representing 3 Libyan regions. Difficulty to organize regular F2F meetings given security threats.
Activity 3 : Study, development and extensive promotion of regional/national online youth platforms	Libyan platforms covered by the regional study of youth online platforms. No platforms revamped so far at the national level.

Expected Result N°2 Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies when they exist.	
Activity 4 : Production of studies on youth organizations and youth issues at country level	Implemented. Qualitative study available.
Activity 5 : Capacity development of youth organizations and stakeholders in relation to public policies	Needs-based and contextualized capacity-building cycles delivered
Activity 6 : Formulation of and advocacy on policy provisions and youth action plans	An International Youth Support Strategy led by NET-MED Youth. A recent Youth Policy Paper developed in partnership with UNFPA and national institutions, which was translated and implemented in 3 local municipalities.
Expected Result N°3 A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).	
Activity 7 : Capacity building to monitor coverage of youth news, rights, achievements, perspectives, and their representation in mainstream media	Not implemented. Other lines of action were seen as priority by the working group in view of the country context.
Activity 8 : Outreach strategy to encourage mainstream media to become more supportive of youth perspectives and positioning vis-à-vis national policies and programmes; to regularly showcase youth news and achievements; feature youth voices and increasingly interact with young men and women	Communication actions implemented through online platforms and social media, but not via mainstream media.
Activity 9 : Fostering media information literacy, awareness of freedom of expression, and media production skills among young men and women	Discussions on freedom of expression and the role of media in conflict situations held during different forums, and micro-projects implemented facilitated multimedia content production. Yet this line of action was less developed than in other countries, given the Libyan context.
Activity 10 : Enhancing professional capacities among young journalists, bloggers and citizen journalists	Implemented. Training on freedom of expression and conflict-sensitive reporting for young journalists and bloggers.
Activity 11 : Strengthening South-South and North South interaction and exchange between youth organizations, young journalists, bloggers and citizen journalists	Implemented at regional level
Expected Result N°4 A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are	

supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.	
Activity 12 : Production of comprehensive national diagnoses of barriers to work for youth and projections regarding future skills needs	Activity partially conducted due to the political situation. An assessment study of the life skills of high school students in Sirte and Misurata was conducted
Activity 13 : Capacity development of youth organizations to increase their participation in the governance of skills development systems	Contextualized capacity-building cycles delivered (ACTED), including on youth employability
Activity 14 : Regional and national youth-led communication campaigns aiming at improving the business and employment environment for youth	Activity not implemented due to the political situation

A. Resources and staffing

9. The project recruited a national coordinator after two rounds of call for candidatures. In the first round, no suitable candidate was found.

10. Soon after the recruitment of the national coordinator, the international staff were evacuated, and implementation was done through third parties, slightly changing the role of the national coordinator. Programming was the responsibility of the national coordinator with support from Paris, Tunis and Cairo. Implementation of activities (as described below) was performed by ACTED or UNFPA.

11. The national coordinator was also active in networking activities.

12. Budget-wise, the project had sufficient resources to achieve its objectives in Libya and informants mentioned that it would have struggled to spend more budget given the country context.

3. Achievements and challenges (covering effectiveness and efficiency)

13. Given the difference in the implementation of the project in Libya as well as of the difference in the implementation of the evaluation (remote case), the structure of this section varies from the other country fiches.

14. According to informants, the mere fact that NMY has implemented some activities

in Libya is already a great result. In addition, NMY has been used by some other UN agencies and stakeholders as a vehicle for their programme, as NMY was able to organise events and involve various national stakeholders.

15. One of the major achievements of NMY Libya is the setting up of the network of youth organisations. Other noticeable achievements include support to a National Youth Strategy, and the fact that youth organisations have participated to the review of the Constitution to assess the inclusion of youth issues in the text.

16. The NET-MED Youth Working Group has been set up with youth organisations, government and donors. The group was convened in January 2015.

Summary of main achievements in the cooperation with ACTED (31/08/15 – 31/12/16)¹⁰⁸

- **Achievement 1:** capacity development was supported through the provision of four trainings according to a UNESCO-approved change of Work Plan to better tackle peacebuilding and conflict medication needs:
 - “Conflict resolution, Peacebuilding and Civic Engagement” training that aimed to provide youth civil society organizations (CSO) with appropriate knowledge and analytical skills to understand the peacebuilding environment.
 - “Political participation leadership and negotiation skills” and “National dialogue and collaboration” trainings that both aimed at empowering youth CSO with the tools required to increase their participation in the public sphere.
 - “Peacebuilding Forum” that aimed to strengthen the NMY Libya network as well as the capacity of the participating organization; this activity also sought to create an opportunity for group members to work together on their micro-projects, to equip the network with debate skills so they can objectively discuss and understand different standpoints, and to introduce the NMY network to two NET-MED Youth initiatives in Libya.
 - “Conflict sensitive journalism, freedom of expression” training aimed at developing a comprehensive understanding of freedom of expression and conflict-sensitive journalism for young bloggers and

¹⁰⁸ Extract from the ACTED implementation report

journalists, and at improving their professional ethics to promote best practices in the media sector

- **Achievement 2:** quality of media coverage of youth issues has been enhanced, through the provision of grants and the management of micro-projects related to topics addressed in the trainings. The micro-projects aimed more specifically at encouraging youth participation in the Libyan peace-building process. They were implemented by participating youth organizations with the support of the NMY national project officer and ACTED grants manager.
- **Achievement 3:** an advocacy campaign for the inclusion of youth demands in the Libyan constitution was supported through the provision of a grant to the organization H2O, whose objective is to “*spotlight the voices of the Libyan youth, and to translate them into clear suggestions to be presented to the State*”.¹⁰⁹

Summary of achievements through cooperation with UNFPA¹¹⁰

Achievement 1:

17. A multidisciplinary working group of Libyan academics has been set up (8 Libyan academic experts), with the support of the UNFPA Libya office, UNESCO and PBSO, to carry out background studies, each of which has diagnosed the situation of the Libyan youth at the level of each sector. Within a participatory approach involving Libyan experts and youth leaders, background thematic papers were prepared covering the following priority themes:

1. Global Picture: Comprehensive and policy-oriented note on the socio-economic and security situation in Libya;
2. Demographic transition and youth bulge in Libya today: opportunities and challenges;
3. Youth civic and political engagement and participation in decision-making, including through a gender perspective;
4. Youth media representation and freedom of expression/information + linkages to peace and security;

5. Youth education, employment and skills for economic integration;
6. Youth extreme violence, radicalism and role in promoting peace;
7. Youth health and risky behaviours;
8. Gender discrimination and the exclusion of Libyan young girls from participating in community development.

18. The papers were then combined into a published summary document “The Libyan Youth Today: Opportunities and Challenges”. Moreover, focus group discussions involving over 320 young people helped to develop in-depth qualitative knowledge about challenges facing youth, mainly those related to violence, and extremism, and coping mechanisms.

Achievement 2:

19. Support was provided for the implementation of micro-projects in Libya, which allowed youth organizations to apply the capacities that have been developed through the project and helped raise the level of ownership of project outputs.

20. Representatives of partner youth organizations acquired knowledge and skills on public policies formulation methodology, identification of key actors in policies, and the tools to influence public policies such as advocacy, policy papers and policy dialogue at a local level. Through cascade trainings led by youth themselves, awareness was raised of the importance of youth policies and its development methods.

Achievement 3: Design of follow-up actions/future programming

21. Based on the document developed in late 2017 “UNFPA and UNESCO-UNFPA youth Programme Approaches” and following consultation with UNFPA and UNESCO, a future programming has been developed by a consultant into a full proposal with budget and logical framework. It included steps to finalize the project proposal for donor submission, including identification of potential partners, donor scanning and donor engagement strategy development.

Achievement 4: Youth values and life skills assessment in Sirte and Misurata

22. In partnership with the Libyan Youth Voice Organization (LYVO), an assessment was developed to study the different aspects life skills of high school students in Sirte

¹⁰⁹ <https://www.globalshapers.org/shapers/mohamed-hamuda>

¹¹⁰ Extract from the UNFPA implementation report

and Misrata. The assessment covers the following skills:

- 1- Health and Physical wellbeing.
- 2- Intellectual, cultural and scientific knowledge and skills.
- 3- Social and emotional intelligence.
- 4- Spiritual and devotional aspect.
- 5- Financial and personal development skills.

Achievement 5: mapping of youth organisations

23. The comprehensive mapping included information on existing Libyan NGOs, INGOs and relevant structures working on youth programs in Libya detailed by region of intervention, date of program initiation in Libya, methods of financial transactions and other aspects such as relevance to SDGs, main approaches, main partners, etc. The mapping thus helped fill a knowledge gap about youth NGO needs to be able to implement better interventions.

Summary of related achievements

- Production of a Youth Policy paper and support of youth organisation to be invited to review the constitution in the light of the youth needs and aspirations;
- Youth-led communication actions were implemented over social media and online platforms. For example, a successful communication campaign accompanied the Tunisian-Libyan Forum in 2016, during which tweets resulted in more than 160k impressions and reached over 154k people. Press outlets and institutional platforms also published NET-MED Youth related news;
- Linkages between Libyan youth and media actors were also facilitated through the participation in regional events, such as the “Youth on Screen” kick-off conference in Amman in April 2015;
- Discussions on freedom of expression, the role of media in conflict situations and the importance of Media and Information Literacy were held during different events, such as the two Tunisian-Libya Youth Forums held in 2014 and 2017;

- In the framework of the micro-projects supported in the country, communication skills were strengthened among youth, and multimedia content was produced and disseminated through different platforms, with a focus on dialogue for peace-building;
- A young female activist, writer and blogger attended the UN ECOSOC Youth Forum in New York on 2-3 February 2015, bringing attention to the work of civil society in the country and the need to protect freedom of speech for young people. She also highlighted the importance of NET-MED Youth in addressing key challenges in youth development. She later implemented, in Benghazi, 5 capacity-building workshops to raise awareness of the importance of the SDGs among young people (involving 101 participants);
- A training on freedom of expression and conflict- sensitive reporting for young journalists and bloggers was held in Tunis (September 2016) for the benefit of 16 young Libyan bloggers/journalists;
- 11 young Libyan journalists also took part of the Assises Internationales du Journalisme de Tunis (15-17 November 2018) thanks to synergies facilitated between NET-MED Youth and the UNESCO/UNOCT Project “Prevention of Violent Extremism through Youth Empowerment in Jordan, Libya, Morocco and Tunisia”;
- UNESCO implemented directly in December 2018 a final NET-MED Netevent during which youth organization representatives undertook a training on youth civic engagement in preventing violent extremism. In order to fully comply with UNDSS security requirements and the Libyan government written request to hold the activity within Libya, the event was held in the only security-cleared hotel in Tripoli, which increased the cost of implementation.

A. Challenges

24. The situation in Libya has posed a great challenge to the successful implementation of the NET-MED Youth Project in the country. A large part of the project could not be implemented as activities 7, 8, 9, 12 and 14 could at best be partially addressed.¹¹¹

¹¹¹ See summary table in section 2.

25. According to many informants, the mere fact that NET-MED Youth could implement activities in the country was a great achievement.

26. The change of implementer from ACTED to UNFPA seems to have led to some challenges expressed by the youth organisations in terms of procedures.

27. Nonetheless UNFPA was considered a natural partner to UNESCO for the implementation of NET-MED Youth as both organisations share a common agenda in Libya and synergies are obvious. The cooperation falls naturally under the UN country team.

28. Other challenges voiced concerns over the communication on the NMY programme to NGOs outside the NMY network, and over and over a general lack of follow-up with grantee NGOs, notably regarding how they have performed or whether their projects were successful or not. This could also have been affected by the fact that some activities were not publicised in order to protect participants, and that access to traditional media was almost impossible.

29. Respondents also mentioned that relations with the local authorities have been very uneven depending on the city they operate. Some could rely on support from local authorities while others were cautious, if not defiant.

B. Enablers

30. UNESCO and NET-MED Youth have been a great enabler in the country and have managed to support a great number of youth-led organisations as well as the youth agenda in the country through various interventions.

31. In addition, the project has been used by other development partners as a vehicle for their own activities. Other UN agencies such as UNDP, UNICEF and UNFPA have linked their interventions to workshops and trainings organised under NET-MED Youth. The focus put on peace-building was shared by all international stakeholders (especially by the UN and EU) which helped align interventions. This led to the development of an improved cooperation within the UN Country Team and regular consultations with the EU Delegation in Libya. In summary, NET-MED Youth facilitated joint programming between international stakeholders active on the topic of youth, and thus served as an enabler.

32. An apparent added-value of NET-MED Youth and of UNESCO is that the organisation was seen as neutral by the various belligerents and could thus operate with counterparts from the whole country.

4. Way forward - replication and up-scaling potentials

33. Libya has proven to be a very particular case in the NMY Project and there is not plenty of replication potential to the experience of NMY in this country, apart from the value of the inherent flexibility of the programme design that has allowed to implement activities in a difficult environment, and which in the end proved beneficial to youth organisations in the country. UNESCO has managed to find ways for youth organisations to work on subjects that were a little different to the original plan but nonetheless relevant in the national context.

34. Informants have stressed that there is a dire need for funding of youth activities in Libya as youth is not really high on the policy agenda of the country and that NET-MED Ned Youth was a rare vehicle for youth-related issues to be brought to the fore.

Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Morocco

1. Country context

A. General socio-political context of youth

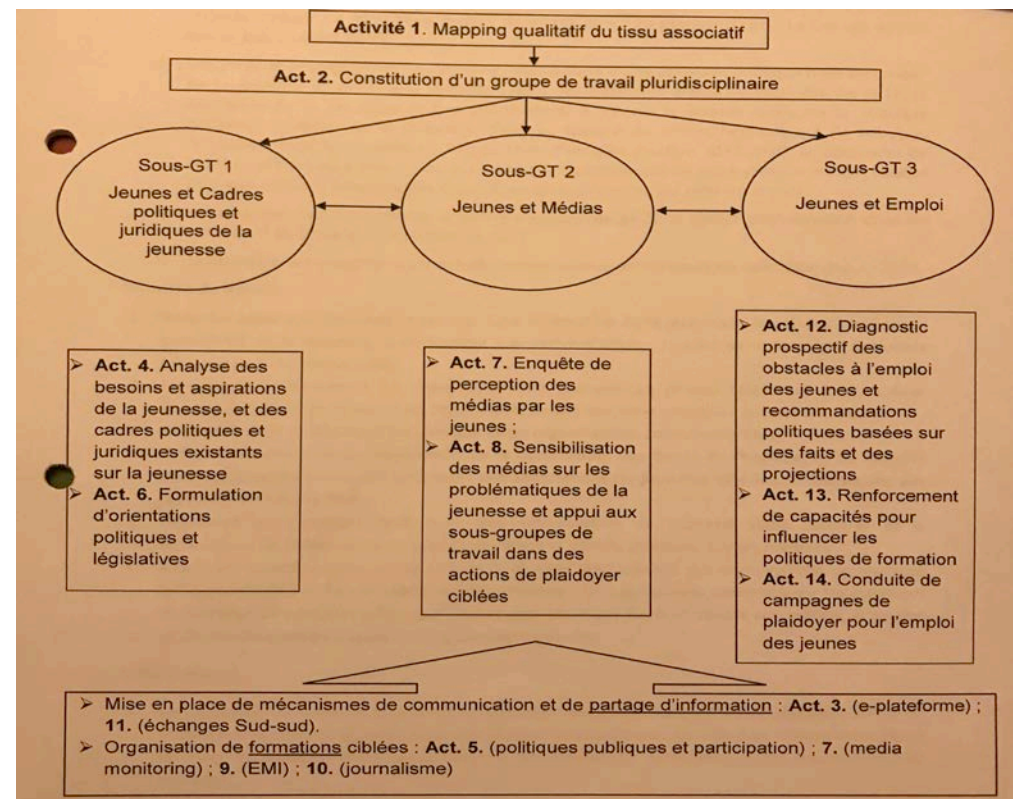
1. Morocco's population is young and its talents are under-utilised. Of its overall population (approx. 34.7 million), 27% is under the age of 15 and 18% between the ages of 15 and 24. As of 2018, the median age of Moroccans is just 29 years.¹¹² In 2017, the rate of youth unemployment in Morocco reached an all-time high of nearly 30%, falling since to its current rate of 28% (data from July 2018).¹¹³ The current rate of general unemployment is 10% (data from 3rd quarter 2018).¹¹⁴ A large part of this youth population is poorly educated, with high rates of illiteracy being common in rural and traditional communities. Young women have fewer opportunities to participate in education and employment and social life in general, especially in rural areas and in traditional communities.

2. Although Morocco has a tradition of civic, cultural and charitable organising, youth

participation is limited. Not only is there little opportunity, space and structural support for more active participation, young people lack competence, time, access and resources for exercising democratic citizenship. Volunteering, as a concept and as a practice, is beginning to develop, but there are structural and social barriers. Youth policy is considered an important and politically sensitive dossier.

B. Relevance of the project to national priorities and to youth needs and aspirations

3. The needs analysis elaborated for NMY in Morocco presented the following intervention logic for the project.



¹¹² <http://worldpopulationreview.com/countries/morocco-population/>

¹¹³ <http://worldpopulationreview.com/countries/morocco-population/>

¹¹⁴ <https://tradingeconomics.com/morocco/unemployment-rate>

4. In general, this can be understood as a technocratic approach to the project, mirroring the 'regional' project developed by UNESCO at Headquarters with the three main areas of youth related work prioritised by UNESCO under its Operational Strategy on Youth clearly represented through the 'multidisciplinary' working group with sub-groups on youth and policy; youth and media and youth and employment.

5. Furthermore, the level at which this project was pitched in terms of expected outputs (i.e. reform of existing policies) meant that even if efforts were made to include less advantaged young people, the working group was de facto composed of young people with a higher level of social capital.

Relevance to national priorities:

6. The Moroccan socio-political situation, which includes a youthful population, high youth unemployment, political insecurity, makes 'youth' a politically sensitive and challenging dossier for both national and international stakeholders.

7. Youth and policy: The field visit, interviews and literature review revealed little evidence that 'youth policy' and even specific youth concerns are of high priority to the policy-making and implementation community. The national youth strategy (Stratégie Nationale Intégrée de la Jeunesse – SNIJ) has been in development for almost 10 years (the development initiative began in 2009), with no concrete implementation measures yet. This is the context in which the NMY project entered the youth policy sector in Morocco with a specific initiative to actively contribute to change, including but not exclusively through its sub-group on youth specific policies and legislation. Youth and media: In Morocco, the fact that the vast majority of young people have little disposable income means they lack resources for accessing independent media – mobile phones, Internet access, laptops – and many also lack fundamental literacy for engaging with media.

8. Youth and employment: Youth un/employment is a huge concern and a declared priority for the national authorities. Of course, labour market transitions and the role that effective skills forecasting can play is an important dimension of any governmental strategy addressing the challenge of getting young people into employment, because it plays an important role in defining job creation strategies. However, it was difficult to integrate this component into the overall perspective and philosophy of youth participation that was so important for NMY. Hence, in Morocco this pillar of the project did not include significant youth participation and was practically conducted as a 'separate' project. Discussions with authorities involved indicated interest, but not necessarily full commitment.

Concerns and aspirations of young people themselves: _

9. The work conducted by the working group and its sub-groups contributed to the development of an up-to-date evidence base about the concerns and aspirations of young people in Morocco – several elements were produced for each of the pillars of the project, notably a study on the current state of youth associative life in Morocco, including information on the situation of youth. The youth policy pillar of the project could benefit from the input of young people representing youth initiatives and associations, and also undertook an analysis of the situation of youth policy and existing youth research conducted in Morocco by relevant actors, local and international, over a number of recent years.

10. The media pillar relied on existing research and media monitoring infrastructure in place since 2007. The employment pillar of NMY Morocco conducted a highly technical process of skills forecasting involving relevant governmental authorities. However, it was understood through various consultations that there were issues with accessing the necessary data. All of these evidence-gathering activities have created a strong knowledge base for the development of policy and programmatic orientations of relevance to young people's concerns. Nevertheless, the subjective dimension of direct research with a wide (and representative) sample of young people themselves about these issues is missing. Conducting such research was beyond the financial, human resource and logistical capacity of the project in Morocco.

C. Strategic partnerships and alliances and resource mobilisation

11. The Morocco project involved a significant number of relevant stakeholders in the great variety and number of activities that took place. The working group was composed of young people representing youth and other civil society organisations, and was facilitated by experienced academics and experts working for institutions, as well as civil society activists with long standing experience. Although many of the organisations that were represented in the working group would like to continue to cooperate, no permanent platform for this has emerged at their initiative based on the working group model. Stakeholders with organising responsibilities for the project in Morocco believe this was the result of a gap in the project design – no specific follow-up of that nature was foreseen from the outset and, therefore, no specific activities were undertaken to foster any such initiative. Although the youth policy pillar was working on the development of the National Youth Council and there were high hopes at the beginning of the process that NMY would contribute to that coming to fruition, this was not in sight at the time of the field visit in September 2018.

12. In the youth policy pillar, relationships were built with the authorities responsible

for youth policy. They were kept informed of the work of the working group on a regular basis, and several coordination meetings were organised. From the point of view of NET-MED Youth as a project and process, it is questionable whether this relationship will have sustainable impact, however. It is unclear whether the process to further develop the SNIJ and a practical implementation plan will take on board the recommendations of the NET-MED Youth working group. At the same time, without the NMY process and the relationship building that was achieved through it, including the credibility and legitimacy conferred on UNESCO by a cooperation project of this scale with the European Union, and the broad participation of the expert community, United Nations' efforts to engage the authorities responsible for youth meaningfully with the UN Theme Group on Youth in Morocco would likely not have come about. A meeting of the group (May 2018) included the Minister for Youth and Sports himself, as well as two other high-ranking officials and two consultants advising the Ministry on the youth policy process. The report of the meeting indicates the interest of the Ministry for further exchange of information and possibly for cooperation without any specific commitment.

13. In the employment pillar, UNESCO has been working with its traditional governmental interlocutors, and has continued to develop and deepen its existing relationships with relevant authorities. These are sustained through on-going work on the skills forecasting priority. The work in this field has consistently been challenged by problems of access to data. The authorities met appeared to value the relationship with UNESCO, because it enables them to do projects for which they would otherwise not have financial resources. The shared priority is clearly on the quality of the substance, rather than on whether the products of the projects actually get implemented.

14. In the media pillar, new partnerships have been developed with internationally active associations such as the World Association of Community Media and Cartooning for Peace, in addition to national affiliates and some private commercial media outlets (Hit Radio). Furthermore, there was cooperation with the audio-visual regulatory authority (HACA), with the Conseil National des droits de l'Homme (National Council for Human Rights) and the National School of Information and Communication (ISIC). There are perspectives for spin-off activities with some of these partners.

15. Overall, the NMY project in Morocco has also been a good opportunity to solidify the relationship between the EU delegation and UNESCO related work on youth. There appears to be significant trust and mutual interest between the people responsible for the project in UNESCO and those responsible on the side of the Delegation, which has actively participated in the process. At the time of the field visit,

it was already clear that the experience of NMY would be informing the development of other projects related to youth financed by the EU, with the cooperation of UN agencies, and that some of the work done through NMY to network organisations and draw the boundaries of the youth sector was being used to facilitate new processes. At the same time, the persons themselves were about to change, and it is unclear which kind of impact this will have on the further process.

16. In terms of resource mobilisation, some additional financial support for aspects of NMY was received from Denmark, Sweden, UNOCT and Canada, especially within the media component, which permitted the financing of a small number of local youth policy and media projects. The Moroccan authorities have provided some financing and support for hosting large-scale events in Morocco, however. Beyond this, fundraising and resource mobilisation does not appear to have been undertaken. Fundraising would have been beyond the capacity of the country project coordinator. Notably, this poses a challenge for the follow-up of the project in Morocco.

D. Association of youth as partners and as beneficiaries

17. Young people as partners and/or beneficiaries: The project in Morocco was not initially conceptualised with young people or even with youth organisations as partners from its very inception. Rather, youth associations, and a variety of youth serving organisations and other non-governmental organisations with an interest in youth, have been offered the possibility to participate in the project, and were given the opportunity to feedback on how they see it at the beginning of the process. Nevertheless, as the process continued, working group members had more opportunities to make decisions and to orient the work of the sub-groups in specific directions of interest to them. Furthermore, the project coordinator, UNESCO and the locally contracted facilitators have taken an open approach to the facilitation of the working group, which has allowed for different kinds of spin-off initiatives to emerge and for some to even find resources. All the same, the main space for young people to act autonomously and to engage in 'decision-making' has been in the context of the working group discussions, and in spin-off projects, rather than at the level of the project conceptualisation and directing.

18. Engagement of structures: As mentioned above, youth associations and different forms of NGO structures that are interested in youth, that are youth-led and that are serving young people, have been involved in the project through the working group and other activities (notably conferences/seminars and media production activities). These structures are part of the (youth) civil society in Morocco. While they have been involved, and they have been facilitated to work constructively together in the context

of the project, no more permanent platform for cooperation and networking has emerged from the process. At the time of the field visit, stakeholders closest to the working group process were not of the opinion that this would take place without a follow-up project or extensive facilitation by UNESCO or some other external institution. There is no single organisation or group of organisations from among those involved in the process that feels strong enough ownership of the process nor that has sufficient capacity (human as much as financial) to facilitate the institutionalisation of any such platform, even if sporadic cooperation between different organisations may continue.

2. Summary of intervention mechanisms

A. Categories of interventions and activities conducted

19. The Morocco project involved a significant number of activities. These are organised according to the different expected results of the project in Morocco, as well as preparatory and evaluation activities. Overall, and irrespective of the expected result, there is a preponderance of workshop and seminar style activities with a training, learning or developmental nature, through which young people including those taking part in the working group, but not exclusively, could learn something or acquire a skill relevant to each expected result.

20. Furthermore, several activities related to media involved media production and media diffusion/communication. These elements of the project practically functioned like projects in and of themselves, and indeed some of them were associated to other projects of UNESCO or the regular work of UNESCO regarding youth, with the aim of creating synergies. Unique opportunities, such as UNESCO's engagement with the COP 22 Climate Summit, were also seized. This is the notable case of the establishment and diffusion of a local youth radio project during the Climate Summit COP22, which had a lot of success. For example, the coordinator of the youth newsroom at COP 22 was a member of the Moroccan NMY Working Group. At the time of the field visit, there was hope that this independent media by, with and for young people regarding climate issues would continue to operate, and that the 'format' has already been replicated in other cities. Another relevant example of the facilitation role that NMY has had for bottom-up project development within NMY is that of the exhibition of the work done under the Cartooning for Peace project. These activities were in addition to the regular facilitated sessions of the working group and its sub-

¹¹⁵ This must be put in perspective with the reality of the disbursement where Morocco had difficulties executing the available budget.

groups to consider policy documents and research, and to produce their own recommendations and positions. A final point in this regard is that the majority of activities by far took place under Expected Result 2 and 3 (participation of young people's organisations in public policies and reinforcing the representation of young people in the media respectively). Two activities (in addition to creating the working group and a brainstorming with the working group about the project as a whole) were dedicated to Expected Result 1 – mapping of youth CSO's, developing and supporting networking and cooperation among youth organisations. One activity within the NMY project was dedicated to the implementation of Expected Result 4, adding credence to the idea that this part of the project 'behaved' like a project of its own.

B. Adequacy of resources and efficiency of use

21. Resources available for the project in Morocco were equivalent to the other countries and not insignificant. Nevertheless, it is a large country with very large needs in youth development terms. Far too much of what is happening with international funding never gets outside of the major cities. Hence, the majority of stakeholders involved in the implementation of the project indicated that they perceived that more could have been achieved if there had been more money,¹¹⁵ notably to staff the project and to provide youth organisations with grants to conduct their own projects in line with NMY objectives¹¹⁶.

22. Some of the aspects of the project were perceived as under-funded, notably the small grants programme that emerged from the public policy working group, which realised that to change anything meaningful in public policy regarding young people (in view of the recent law on decentralisation and the governmental paralysis with the SNIJ) it would make sense to engage with municipal authorities. Just 15,000 USD was made available for the grants, which in the end have had much more concrete and immediate impact on the situation of young people and youth policy provisions in the municipalities where they took place than the more abstract work on the SNIJ. Stakeholders involved in the media strand made the point that much of their work could have been bigger scale had they had more financial resources. At the same time, youth organisations can be relatively weak in Morocco and may lack capacity to absorb large scale project funding.

23. Furthermore, some local stakeholders perceived NMY in Morocco as understaffed, and all interlocutors close to the implementation of the project underlined that the project involved a lot of extra work on top of their already demanding jobs. A number of UNESCO staff members were involved, including some at HQ in Paris.

¹¹⁶ The call for more grants was repeated by participants to the youth focus group held in Brussels.

Their roles included coordination and oversight, dealing with authorities, and providing feedback on project relevant documentation. UNESCO staff members working on the project were in charge of several countries at a time and for regional activities. Even if additional funds were provided in later stages of the project to provide administrative and organisational support to the local coordinator, the NMY project in Morocco suffered the fact of not having enough support on the ground. In the end, one country coordinator was in charge of almost every aspect of the project including a very large number of activities, as well as some sub-projects, spin-offs, regional activities taking place in Morocco, partnerships and the demands of UNESCO (mainly of administrative nature).

C. Influence of management structures, working methods and internal coordination mechanisms on effectiveness

24. The project in Morocco was integrated into the work of the UNESCO office in Rabat, which also has responsibilities for the Maghreb region (three countries involved in the project and one which was not). The project benefitted from a full-time local coordinator who, in the last year of the project implementation (namely June 2018), decided, for personal reasons, to move to a part-time consultancy. Office space was provided by the Rabat Office. Nevertheless, this position was insufficient to cover the operational demands of the project. Three UNESCO Rabat members of staff had regional coordination positions in the project – one for expected results 1 & 2 in all 3 participating Maghreb countries, one for expected result 3 in all three countries, and one for expected result 4 and its continuation, the YEM project. The inter-disciplinary nature of the project required inter-sectoral cooperation, and this structure did foster it to some extent. However, it also created a complicated web of coordination and reporting, and a lot of additional tasks for the country project coordinator and for the three regional coordinators that were perceived locally as mostly of an up-stream reporting nature, not necessarily as relevant to the needs of the project on the ground in Morocco per se. To some extent this is inevitable in a regional project. At the same time, local stakeholders felt some of the work involved in this dimension did not make the best use of their limited time.

D. Progress on achievement of planned results:

25. Based on the field visit and on the Morocco specific literature review, and considering the country context and specific challenges in particular, the evaluation found that good or even very good progress has been made towards the achievement of NMY's four planned results in Morocco.

26. Mobilisation of youth around common themes and challenges: The working group process was a first of its kind in Morocco, and certainly contributed to this expected outcome for as long as it was meeting regularly. The assumption made was that, by bringing together the most active and important youth organisations in the landscape, young people could be mobilised on issues that they find important, and in principle this assumption has been borne out also in Morocco. Had NET-MED Youth worked with individual young people in this country, it is unlikely that it could have mobilised young people and civil society organisations/actors the same way as it did during the process. Nevertheless, Morocco's political, social and economic context, as well as the generally challenging circumstances in which the young people of Morocco have to transition to adulthood, is such that only those with the most social capital can engage in civil society, and only those with the most social capital among those participating are likely to end up being put forward to participate in a process like NMY. The project coordinator made enormous efforts during the preparatory phase to ensure that the working group composition would be as diverse as possible, and would represent a variety of youth realities across Morocco, including those that are less visible or less acceptable in the traditional and conservative public sphere, with quite some success.

27. Nevertheless, keeping people and organisations involved was a major challenge. As in other countries' experiences, the project was too long for most young people to stay the course from start to finish, but too short to mobilise young people at scale or with sustainable effect. While many activities have been implemented, and the total number of activities involving young people has been impressive, the longer-term effects in terms of mobilisation cannot be assessed. Some young people will continue to be active in their communities and on the issues of concern to them, but the extent of such engagement cannot be assessed and neither can the specific factors that will support such continuation and sustainability. At the time of the field visit it was extremely difficult for the project coordinator to get former participants who were involved in the project to respond to further requests for involvement now that the project is formally over, including for the evaluation.

28. Furthermore, the mobilisation effect has not been equal across all pillars of the project. The employment pillar did not include initiatives for youth mobilisation or a significant component of youth participation, although through the sub-group process it was discussed from the perspective of young people involved in youth NGOs and certainly some issues were raised that would not have been addressed had the working group been made up of 'adult experts' only. The pillars on public policy and media have certainly contributed to this expected outcome. These are the pillars that de facto involved the largest number of face-to-face activities involving young people and their organisations. However, with the decision to focus on the SNIJ, the creation

of a National Youth Council and on the law on decentralisation, the sub-group on public policy has limited the subject matter to the formal youth policy. At the time, this was an understandable decision, because an opportunity appeared to be on the horizon for significant change in the formal youth policy. It is significant that the project in Morocco was able to respond with flexibility, and to focus attention on other opportunities that became apparent in the process, notably those presented by the new law on decentralisation. With this law, municipalities have received new responsibilities for youth policy, but have very little expertise and resources to actually be able to fulfil them. The small grants scheme started within the NMY project in Morocco to engage municipalities and youth organisations in the development of local youth action plans is an interesting approach that could be replicated in future projects, and has had significant context relevant impacts even with few resources and little time.

29. The media pillar appears to have contributed most to youth mobilisation. With a strong focus on sensitising a media landscape to independent media to citizen journalism and community radio (most people involved in these are young), this pillar has supported social and policy change in favour of a more open media landscape, in addition to creating positive visibility for young people as a new generation of media operators and as actors of constructive social change. Through extensive broadcasting and events, and several innovative partnerships with future potential notably in the field of community radio, a broader public (not just of young people) have been reached with positive messages about young people and the country. A lot of effort was also put into Media and Information Literacy in the context of the NMY project in Morocco, which certainly can be expected to have some impact on youth mobilisation in the future.

30. Research on the positive impacts of youth work in other contexts tells us that, in principle, those young people who have been most actively involved in hands-on and face-to-face activities are most likely to a) want to stay involved and b) try to involve their peers. Participation in such activities during childhood and youth is a strong predictor for more active social and political participation in later years. So are one's own level of education and the level of education of one's parents, however.¹¹⁷ When taken together with the difficulties this project had to retain participation over the duration, it is difficult to make any judgements on its value in terms of mobilisation of young people over the long term.

¹¹⁷ Relevant studies can be found at these websites:
http://ec.europa.eu/assets/eac/youth/library/study/youth-work-report_en.pdf and
<https://www.researchyouth.eu/results-erasmus-youth-in-action>

31. Enhanced capacities for participation, advocacy and lobbying for youth policies: The project in Morocco put a lot of time and resources into enhancing the capacity of youth leaders and youth organisations for engaging in public policy discussions and for advocacy when opportunities arise, and not only in regard of youth policies. Even if much training has been made available to civil society organisations by international organisations over many years, a focus of NMY on youth civil society and on youth policy has not been significant in previous efforts (although there have been some, notably through the Euromed process in the late 1990s and early 2000s).¹¹⁸ Practically all the activities under the public policy pillar have been explicit training or educational activities in some relevant respect, or have had an educational effect, through learning by doing. For example, the working group process contributed significantly to the capacity of participating organisations for dialogue and to nudging the culture in the landscape from one of competition to one of cooperation. Another example is the meeting the working group had with representatives of the Ministry of Youth and Sports. Even if it did not result in the adoption of the recommendations of the working group, it did help representatives of youth organisations to see what real life advocacy and lobbying towards government involves and why it is difficult and complicated, and which kinds of strategic approach might help. A third example relates to cooperation with municipal authorities. Through the projects that received grants, several organisations have developed a relationship with local municipalities and worked together to develop local youth action plans. Here organisations and youth leaders and probably even more so the local municipal authorities have learned how to cooperate on common policy agenda, and how to turn ideas into real actions.

32. Necessarily, the young people involved directly in the working group have benefitted most in terms of capacity, because they have been involved in an intensively facilitated process over a longer period of time. It is expected that these representatives will multiply their new skills within their organisations. It is unclear if and how this is happening because no mechanisms were put in place to check or follow that up, but some of the young people involved in the working group are still active in their organisations so such expectations are not unrealistic. Even if this expected result relates to the development of specific capacities, the project has contributed to capacity development of youth leaders and organisations in other areas. Those participants and organisations involved in the activities under the media and employment pillars, which also included some dedicated capacity development activities, have gained specialised skills related to those areas, for example, in relation

¹¹⁸ For example: Youth Policy Here and Now (2005): https://pip-eu.coe.int/documents/1017981/3084942/YouthPolicyReport_EN.pdf/e10628b4-4439-4d86-abdc-a02b53c18c77

to community radio and citizen journalism, peace messaging through graphics and cartoons, media monitoring, skills forecasting, etc.

33. *Media coverage of youth issues and amplifying youth voices in the media:* The pillar on media aimed to achieve "... fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.)." The media pillar in Morocco included a lot of activities involving community radio and graphic messaging or cartooning. These activities have contributed to the visibility of some specific youth issues, although the messaging put out into the public sphere tended to be broader and focused on issues which are of general public interest, rather than specific youth interest. A positive effect has been to amplify youth voices and increase the positive visibility of young people as competent media operators. NMY has made it possible for traditional media, governmental organisations and citizen journalists and community media to occupy the same space and to cooperate on some activities together. A notable example was the COP22 Climate Summit that took place in Marrakech in April 2017, and during which a temporary frequency was opened up for 'Radio Climat' (made by young people involved through NMY) to be transmitted in Morocco and to other countries. Similar radios were set up during MIL Week 2017 in Rabat and to cover several high-level events on migration in Marrakech in 2018. This has sparked increased interest among partners such as HIT Radio (a traditional commercial radio station) in youth and youth issues, and in receiving advice from organisations like UNESCO about how to work on youth issues, because for them it is unexplored territory. Furthermore, there were specific actions focused on disseminating content on youth's representation and participation in media, the extent to which issues pertaining specifically to youth are covered or not and so on. A notable example are the activities supported on World Radio Day 2015, on the theme of "Radio and Youth". The Working Groups in Morocco and Tunisia coordinated activities taking place simultaneously in both countries, encouraging debates on youth participation in media, challenges to freedom of expression, and the role of web and community radios. The Moroccan Working Group partnered with Hit Radio and Atlantic Radio to disseminate youth-led content for the occasion, as well as with web radio E-Joussour – which broadcasted two one-hour programmes, one in French and one in Darija, in Morocco and in the Maghreb-Mashrek region. A debate-café was also organized with J20.MA and the HIBA Foundation. Finally, the project has produced quite a lot of media products, and these have been disseminated through a variety of sources, mostly social media and on paper. To the extent that these media products related the issues of concern to the young people involved, they also disseminated some

information about youth issues in the media.

34. *Watchdog role in youth skills development and labour market transition:* There is little evidence to suggest that the NMY working group has been able to establish itself as a credible actor in this relation with the role of watchdog or demanding accountability. A lot of highly specialised technical work has been done as under the employment pillar, for which the working group in Morocco neither had the competence nor the political mandate. Neither the UNESCO specialists concerned nor the governmental authorities involved in this part of the project believed that it was well adapted to extensive youth participation. Nevertheless, youth participation is an important principle of the NMY model. According to the staff responsible, the project was conceived at Headquarters and executed in the countries in a technical assistance approach typical for UNESCO cooperation with government, with one essential adaptation to account for the NMY philosophy of youth participation – UNESCO was able to use its convening power to engage young people in the process of needs assessment that would usually only involve governmental authorities and international institutions, thereby getting everyone around the table and showing everyone concerned that a three way cooperative approach is actually possible. However, this has not led to any permanent commitment on the part of the authorities concerned to implement the work done by the project (i.e. the model) nor to engage in a similar cooperative process in the future regarding eventual implementation. It was unclear at the time of the field visit if any initiatives would be forthcoming from organisations engaged in the working group to advocate for implementation of the work done (i.e. the model) as part of a more concerted and integrated approach to youth policy advocacy and in view of the importance of employment as a current issue for young people.

E. Key enablers

- Embedding, legitimacy and trust of the project coordinators in the local civil society sector;
- UNESCO's credibility as a development partner in the international sector;
- Positive attitude and diplomatic support of the EU delegation, and proactive interest in how the project was developing;
- Possibility to engage well-networked and reputed facilitation support for the working group;
- Engagement of some excellent partners from the civil society and media sectors to develop and implement aspects of the project (events, processes, etc.);

- Interest of youth organisations in cooperation and in trying to change something in the governance situation together;
- Frustration of many active civil society stakeholders with the political paralysis and lack of reform momentum;
- Availability of funding for face-to-face meetings – i.e. number and frequency of activities and meetings was difficult to manage for the coordinator in terms of work load, but it contributed to an authentic and deep dialogue process.

F. Key inhibitors

- Some government representatives not always ready to engage with young people and their organisations directly on youth policy;
- Pace of change, despite reforms;
- Lack of ownership on the part of some government representatives;
- Inadequacy of human and financial resources for some key tasks – notably transversal project visibility and communication, etc., tasks;
- Too many people involved in coordination and not enough people involved in actual implementation; imbalance between implementation needs on the ground and resourcing available for on the ground work vs. coordination at HQ level;
- Bureaucracy and slowness of the UNESCO system regarding administrative tasks
- Incompatibility of the project length with the life realities of young people involved in the participating organisations – difficulty of keeping the same people and organisations on board for the duration of the project;
- Competition dynamics in parts of civil society;
- Prevalent culture regarding initiatives involving independent media and civil society organisations;
- Concentration of youth and other civil society organisations in the urban centres;
- Very fundamental competence gaps among young people for participation in this kind of process requiring high level of social capital;
- Lack of a follow-up plan or planning process, either at the level of the in-country process or at the level of the regional project;
- Time span of five years, including two years for setting up and winding down, is not enough to ensure sustainable change in relation to several objectives

– e.g. policy changes and implementation; changes in media approach to youth issues (from negative to positive).

3. Achievements and challenges

A. Results and outcomes

35. In addition to the various results and outcomes mentioned already, as well as the personal and professional benefits of participation for individual participants and the competence gains for their organisations, initiatives and communities, the following results and outcomes have been mentioned in interviews or documented in reporting as significant:

- Mapping of the youth associative sector, its strengths and weaknesses;
 - o Identified a network of potential partners, project initiators (grantees), multipliers and experts for future work in the youth sector
- Made a significant contribution to the knowledge and evidence base for youth policy development and strategy elaboration;
- Developed a model of skills forecasting specific to the Moroccan context;
 - o At the time of the field visit it was still unclear how this can be implemented – it will not necessarily immediately become obsolete
- Initiated a process of cooperation, dialogue and negotiation around youth issues among 'willing' partners across the governmental, non-governmental and international institutional sectors;
 - o Potential for institutionalisation as a platform for exchange and cooperation but requires external facilitation and resourcing
- Initiated a process of cooperation, dialogue and negotiation around youth issues among non-governmental youth organisations and organisations serving young people;
 - o i.e. youth sector specific dialogue contributing to overcoming competition dynamics among NGOs
- Experimented with interesting cooperation projects between youth NGOs and municipalities for the development of local youth action plans;
- Initiated contact between UNESCO and the municipal level;
- Created some interest of youth specific national authorities in exchange of information and eventual cooperation with the UN Theme Group on Youth;
- Created positive visibility for UNESCO in Morocco as a viable partner for a diverse range of new partners – from private commercial radio stations to

grassroots community initiatives of young people, single mothers, citizen journalists, cultural operators, etc.

- Positive experience of working with the EU delegation in Morocco and perspectives for further development of cooperation on youth related issues;
 - o As a result of this experience, and at the time of the field visit, it appeared that the EU delegation was interested in dedicating resources to more youth related projects, possibly with the cooperation of UNESCO
- Created positive visibility for youth organisations and young people in the public sphere as constructive and as making a contribution to the development of Morocco.
- Kicked off or inspired other spin-off projects, including at least one of relevant scale to be financed by the EU and the UN, involving municipalities and youth organisations to enhance youth participation and initiate youth policy dynamics locally.

B. Contribution to Gender equality

36. Gender equality was a transversal issue in this project, a concern during the recruitment and establishment of the working group, and a watchword for the operational principles of the working group. Efforts were made to ensure the regular participation of young women from traditional, conservative, religious and rural communities, who experience significantly more barriers to their participation in activities involving men and women or formal decision-making. Many of the organisations involved in the working group were represented by highly articulate and competent young women. Gender and young women's participation was a bigger issue in the projects organised in the local municipalities with grants under NMY, also because these took place outside of the urban centres. To the largest extent, it was not possible to secure the participation of young women directly in those projects. However, it became clear that the young women would like to participate through a number of experiences. For example, one of the projects funded involved making a film and some young women registered; however, when it came to beginning the project and start actual film work, only men got involved. At the end of the film process, a reception was organised around the projection of the film, to which the entire community was invited and the young women who had initially indicated interest in participating in the film-making project came accompanied by their parents. This reinforced how creative approaches can help advance the participation of young women.

C. Impact

37. In terms of impact, the major and most lasting impacts of NMY in Morocco that have been observed are as follows:

- Greater visibility and legitimacy for citizen journalism and community radio, including contributing to processes of importance for the formal recognition of community radio through legislation;
- Several constructive experiences of working on the development of local youth action plans in municipalities, contributing to changing attitudes towards cooperation with young people on policies related to them among officials in local contexts;
- Recognition among members (EU, other UN agencies) of the international community that youth participation in policy development processes as a basic principle is of added value based on the experience of NMY;
- Concrete contribution to the development of a culture of dialogue between Moroccan youth NGOs and other civil society organisations, with the potential for improved unity;
- Contribution to the emergence of advocacy for media and information literacy, especially through legislative reform and education.

D. Challenges

38. In addition to the inhibitors of progress towards the expected outcomes outlined above, some general context and youth situation specific challenges have been faced during the course of the NMY experience. The following were mentioned or documented through the field visit and Morocco specific literature review as significant.

39. *General context challenges:* In the context of Morocco, policy change was an unrealistic expectation for a project with a duration of initially just three years. At the same time, and as should be understood from the achievements and results outlined in previous sections, NMY in Morocco has kicked off all kinds of interesting initiatives and dynamics, many of which have policy relevance. It is too soon to assess lasting effects. *Institutional challenges:* NMY is an unusual project for UNESCO, in that it was designed as an intersectoral initiative, which has been an experiment for everyone concerned. While it did foster an intersectoral approach, this was not without its challenges and did not sit easily with the 'everyday' working approach that applied to all of UNESCO's other work in Morocco. To some extent, this challenge was best expressed in the 'separateness' of the 4th Pillar on employment, which somehow 'behaved' like a project of its own. Clearly, one project cannot overcome an entrenched

tradition of working in silos, and participating staff were confronted with the extent to which NMY was different as a result. This may also be one of the reasons why the project was so heavy on coordination and too light on operational staff. Either way, any future intersectoral projects need to consider the experience of NMY in detail and to ask how to better adapt operating procedures of such projects to UNESCO realities.

40. *Youth participation specific challenges:* Noteworthy here is the situation of young people, especially of young women, outside of the urban centres. The local projects initiated through the small grants scheme for cooperation projects between youth organisations and municipalities have shown the extent to which opportunity for participation is simply not enough to actually foster participation, and how even large-scale and macro-level projects need to be sensitive to grassroots realities. In Morocco, this is an important realisation.

4. Way forward

A. Replication and upscaling

41. *Ownership:* Regarding ownership on the part of participants, this is a difficult subject to discuss fairly. Participants and youth organisations that were involved in the NMY working group certainly felt a strong sense of ownership for both the process they directly experienced and the project as a whole, and that they were fully on board with the values and objectives of the project. At the same time, now that the regular meetings of the working group have come to an end, there was little evidence of interest in further regular meetings of the working group unless such would be facilitated by UNESCO. So, the working group has not really developed a 'life of its own'. The project coordinator and other staff involved directly did not consider this a particularly realistic expectation, because no specific activities and measures to foster the emergence of a more permanent structure with clear recruitment mechanisms had been taken during the project. The extent to which multiplication through the structures participants of the working group represent and other organisations that sent participants to events is taking place is also not clear.

42. Regarding ownership on the part of the national or other authorities, and as previously discussed there are signs of interest on the part of the authorities responsible for youth at the national level for more regular exchanges of information and possibly cooperation on projects of the UN Theme Group on Youth. However, this does not constitute a commitment to take into account the work done by the NMY working group on the SNIJ or other youth policy documents.

43. *Potential for replication and upscaling:* At the time of the field visit, some municipalities had been involved in spin-off projects and there is potential for replication of the small grants model to further municipalities subject to the availability of funding. One large scale EU delegation and UNOPS cooperation project involving municipalities and youth is already taking advantage of existing NMY 'infrastructure' to get in on the ground in municipalities where NMY has had a good experience, and is seeking to involve the same youth organisations that participated in NMY, thereby offering potential continuity. Some of the partnerships continued and initiated within the media pillar of NMY have already demonstrated potential for replication should funds be available. The employment component already has follow-up perspectives with the YEM project initiated by UNESCO. There was no clear perspective about funding for follow-up projects or initiatives from the side of UNESCO HQ at the time of the field visit.



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Palestine

1. Country Context

A. The Operating Context

45. In Palestine, youth (15-29) constitutes around 30 percent of the population and faces a high and rapidly growing unemployment with a rate at 43.3 percent with expectations that the rate will reach 50 percent in the coming years¹¹⁹. Mobility restrictions, political divide in the country and the occupation prevent youth from connecting and interacting with each other outside of their own communities.

46. The presence of youth and of related issues in the media and in society are not sufficient for them to have an influence in public debate and policy making. Digital

media are the main channel of expression for youth in Palestine.

47. The majority of young Palestinian achieve at least secondary education, but there is a significant mismatch between skills of graduates and the needs of the labour market, leading to a less than optimal use of generated human capital. Youth unemployment rates in the country are among the highest in the region, especially for young women.

48. Finally, a national youth strategy was drafted for the period 2011-2013 (before the start of NET-MED Youth) but has been put on hold.

49. The national context of Palestine at the start of the NET-MED Youth Project hints at a high relevance of the project for the youth of the country as the expected results of the project address the major challenges faced by young people in the country.

B. National Policies

50. At the start of the project, the national youth policy for 2011-2013 was suspended and no youth policy was in place until the National Youth Strategy (2017-2022) was developed by the Higher Council of Youth and Sport (HCoYS), with direct support from NET-MED Youth: the UNESCO Programme facilitated a specialised workshop in Gaza allowing youth organizations and individuals to participate in the development of the strategy. In addition, the Prime Minister Office developed a National Policy Agenda for 2017-2022 that set the National Youth Strategy as a priority. It includes three interventions:

- empower and equip Palestine's youth to participate meaningfully in public life and state-building;
- ensure that youth are provided with opportunities for a successful future; and
- place a particular focus on assisting disadvantaged youth. The Project has played a key role in addressing youth priorities thanks to the active engagement of the NET-MED Youth Working Group.

C. Youth Participation in setting National Agenda

51. Several respondents have stressed that youth have been involved in the development of the national youth strategy through NET-MED Youth¹²⁰. During the

¹¹⁹ ILO calculations based on PCBS, Quarterly Labour Force Survey, 2016 and 2017

¹²⁰ Informants from development partners, authorities and youth organizations

focus group with youth organizations, participants mentioned that youth issues have progressed in the national policies and are now integrated in a better way, as cross-sectional theme in several policies.

52. Authorities have seen the work with youth as a positive outcome. The HCoYS has advocated to invest in building the capacity of youth, in order to empower them to participate at the national and community levels.

53. The National Youth agenda and its action plan were developed and funded through the project with participation from key stakeholders, including youth organizations. The youth have participated in the strategy development process through workshops and focus group discussions. The representation of youth groups has been largely inclusive, covering vulnerable youth groups such as people with disabilities, marginalized groups, and underserved remote areas. The geographical coverage of participants included West Bank and Gaza and from the surrounding region, as well as from further afield. .

54. In summary, the participation of youth in the development of the national agenda for youth has been quite extensive.

D. Project Alignment to National Agenda

55. The HCoYS confirmed that the project is a good fit within the National Youth Strategy and all project activities were aligned with the strategy. In addition, based on the fact that the Youth Strategy was developed through the NET-MED Youth Project, the project does not just align with the national agenda, it has helped set the agenda and define the policies covering youth aspirations.

E. Youth Aspirations

56. As mentioned in interviews and in the focus group with youth organizations, informants noted that the project fulfilled their aspirations to a good extent, enabling them to participate in the national dialogue and in the design and implementation of project activities.

57. However, they stressed that the outcomes of the project in terms of increasing access to the labour market did not guarantee the economic empowerment of youth¹²¹. Access to the labour market is described as a top priority by youth. It should

be noted that the intervention aiming to forecast skills has been carried out according to the project objectives. The opinion expressed by youth rather highlight the absolute urgency to address youth unemployment in Palestine rather than a shortcoming of the project.

58. They also stressed that the interventions related to media and communication, including skills development and capacity building for media awareness, among other interventions under ER3, were particularly well received and were labelled as a novelty for most of the young project participants.

F. Partnership

59. The partnership between UNESCO and Public Authorities has been satisfactory, according to the authorities themselves. The HCYS, Ministry of Labour, and Ministry of Education and Higher Education (MoEHE), Ministry of Culture, and Ministry of Women's Affairs are satisfied with the overall relationship with UNESCO. They described the relationship as a "Strategic Partnership" based on mutual understanding and complementarity of approaches.

60. The relationship among youth organizations in the West Bank was improved, but the relationship between youth groups in West Bank and Gaza is still weak due the major contextual limitations that do not provide for an enabling environment. The project has tried to enhance cooperation between the West Bank and Gaza but the mobility restrictions are difficult to overcome. The fact that the project has had to have two working groups in Palestine is an illustration of these difficulties. Nonetheless the youth NGOs that have branches in West Bank and Gaza, developed a strong relationship.

61. Finally, the relationship between Palestinian youth groups and other Arab groups seems not to be established yet within a formal system, in the sense that organizations do not formally exchange or collaborate. Examples of collaborations and communication mainly rely on personal interests and communication between individuals.

62. Partnerships have also been built with other development institutions such as UNFPA, UNICEF, and UNDP to design common strategies, as well as with GIZ to advance the TVET and skills development agenda.

¹²¹ It is acknowledged that the project was not meant to provide more access to the labour

markets. This reflects the illustration of the opinion of the respondents.

Local Ownership

63. To a good extent, the project succeeded in building local ownership, as it focused on building the capacity of youth organizations to run the project and to continue doing so after its closing date. However, local youth organizations suffer from scarcity of funding and need support from donors. The government has financial challenges and cannot support all youth organizations despite the apparent ownership of the project results such as the skills forecasting model.

Youth Participation

64. Youth have been largely involved and participated in all the stages of the project, from strategy formulation, to intervention design and implementation. They have been actors and agents of the project as well as beneficiaries.

65. Participation went even beyond West Bank or Gaza youth, as some activities have pushed to include young people from the surrounding region and further abroad.

2. Summary of Intervention Mechanisms

66. As mentioned earlier, project activities were designed and carried out following a participatory approach, where youth and key project stakeholders were engaged to a large extent.

67. In Palestine, objectives set in the results framework of the NET-MED Youth project were achieved in a satisfactory manner. Apart from Activity 3 under ER1 that has been done through the regional study on youth online platforms, all the results have been achieved as described in the table below.

A. Overview of activities implemented in Palestine

Activity	Implemented
Expected Result N°1 Inclusive, transparent, gender and disability sensitive and proactive youth networks/organization s in each of the ENP South countries are supported and operating for a systematic and structured mobilization of youth around common themes and challenges.	
Activity 1: Production of directories and/or mappings of youth organizations	Implemented. Mappings available for West Bank and Gaza

Activity 2: Establishment national networks of independent youth organizations	Implemented. NET-MED Youth Working Group operational consisting of 30 members, translated in both West Bank and Gaza
Activity 3: Study, development and extensive promotion of regional/national online youth platforms	Palestinian platforms covered by the regional study on youth online platforms.
Expected Result N°2 Capacities are built in order to empower young men and women to participate in reviewing and revising national legislation on youth, to advocate the development of national youth strategies/policies and to lobby for the sound implementation of these strategies/policies when they exist.	
Activity 4: Production of studies on youth organizations and youth issues at country level	Implemented. Qualitative study available.
Activity 5: Capacity development of youth organizations and stakeholders in relation to public policies	Needs-based and contextualized capacity-building cycles delivered. Creative training tools developed.
Activity 6: Formulation of and advocacy on policy provisions and youth action plans	Implemented. New youth strategy formulated following in-depth consultations and contributions of the NET-MED Youth working groups.
Expected Result N°3 A fair and objective coverage of youth news, rights, achievements and perspectives in mainstream media is ensured (with attention paid to fostering a gender and disability sensitive approach), along with the positioning of youth vis-à-vis national policies and programmes across various sectors (education, employment, access to rights, freedom of expression and access to information, the environment, the fight against corruption, political inclusiveness, etc.).	
Activity 7: Capacity building to monitor coverage of youth news, rights, achievements, perspectives, and their representation in mainstream media	Implemented. Media monitoring capacities built among youth. National media monitoring report produced, later compiled into sub-regional report also including Algeria, Morocco and Tunisia. Survey on youth's perception about media also delivered, based on which a discussion paper on youth and media in Palestine was produced. An online survey with a particular focus on radio was also delivered.
Activity 8: Outreach strategy to encourage mainstream media to become more supportive of youth perspectives and positioning vis-à-vis national policies and programmes; to regularly showcase youth news and achievements; feature youth voices and increasingly interact with young men and women	Implemented. Meetings/discussions connected youth and media actors. Young members of Working Group featured in different media outlets. Communication campaigns on selected themes (youth's inclusion in decision-making, gender equality, employment, inclusion of persons with disability, cultural heritage protection, freedom of expression, journalists' safety and access to information).

Activity 9: Fostering media information literacy, awareness of freedom of expression, and media production skills among young men and women	Implemented. Media and information literacy training among CSO members, university members, school students, teachers, principals, public officers. Radio programmes, audiovisual and print media content produced by youth.
Activity 10: Enhancing professional capacities among young journalists, bloggers and citizen journalists	Implemented. Partnerships with Ministry of Education and Higher Education as well as with ten media universities in the West Bank and Gaza, toward the integration of the UNESCO Model Course on Journalists' Safety adapted to Arab States. Training for the production and hosting of youth-led radio programmes delivered among journalism university students.
Activity 11: Strengthening South-South and North South interaction and exchange between youth organizations, young journalists, bloggers and citizen journalists	Implemented at regional level
Expected Result N°4 A watchdog role is played by youth organizations for improving the design, implementation and evaluation mechanisms (access, effectiveness, efficiency and equity) of policies, strategies and programmes that are supposedly addressing youth skills development needs and labour market transitions, especially those that are geared towards employment and business creation.	
Activity 12: Production of comprehensive national diagnoses of barriers to work for youth and projections regarding future skills needs	1 Country Position Paper on labour market challenges and skills anticipation techniques developed 1 skills forecasting model developed in MAS with labour market projections and skills imbalances produced
Activity 13: Capacity development of youth organizations to increase their participation in the governance of skills development systems	Contextualized capacity-building cycles delivered (ACTED), including on youth employability
Activity 14: Regional and national youth-led communication campaigns aiming at improving the business and employment environment for youth	10 billboards displayed in strategic locations of West Bank and Gaza; 15 weekly radio episodes, vox pop, radio spots and interactive debates aired on topics of youth employability and entrepreneurship, engagement of people with disabilities

B. Summary of the main interventions and results:

The Youth Strategy

68. The Youth Strategy was a significant step to set the strategic directions and priorities of the youth, including feeding into the broader policies. However, this strategy needs financial resources to be implemented. Palestinian Authorities have

financial deficits and cannot provide the funding needed to fully implement the strategy. Furthermore, youth NGOs are largely dependent on external aid and development funds to finance their work. However, the project succeeded in empowering the youth to participate and tackle different issues, especially at Policy Level and for the National Agenda, without providing extensive funds or incentives to youth NGOs. This should be noted as a positive outcome, since it does not create one-off interventions disappearing with the funds but rather initiates a slow change of culture that can be seen as a positive externality.

The Youth Network

69. Before the start of the NET-MED Youth Project, the Higher Council of Youth and Sports conducted a national mapping of youth organizations. The mapping showed that more than 300 clubs were registered in the West Bank and East Jerusalem; however, Jericho and Gaza were not included in the mapping. A mapping workshop has been organised under NET-MED Youth by UNFPA and UNESCO in November 2014 in Gaza to complement the 2013 mapping. The workshop allowed to design an online mapping questionnaire. 25 youth organisations filled the online questionnaires in Gaza in December 2014 and 27 organizations in the West Bank in February 2015.

70. Follow-up meetings were organised with existing youth networks (Anna Lindh Foundation and other such non-governmental organizations networks) who have actively mobilised their respective members.

71. To a large extent, the project succeeded in creating a network among youth, although sometimes fragmented as described in the country context. It is very important to use such youth networks to build synergy based on complementarity and avoiding duplication of efforts. However, the network is not sustainable unless it is institutionalized; there is also a risk that it could fade without further assistance. The HCYS is willing to serve as an umbrella for the youth network and provides the needed support to sustain it, but it is unclear how youth organisations would react to an institutionalisation under the Palestinian authorities. In fact, the youth network within Palestine has faced major obstacles, and also due to the movement restrictions. Networking between Palestinian youth and Arab youth is individual-based and not institution-based.

Labour Market Skills Forecasting Model

72. The project conducted a Labour Market Survey to understand the supply and demand in the Palestinian labour market and to identify opportunities to cope with the

high rate of unemployment. The skills forecasting model was developed and provided information to national stakeholders and youth on future labour market trends. It also provided a useful tool for policy-making at government level. The final model was launched in May 2017, identifying 43 needed professions in Palestine. The Ministry of Labour confirmed the real need for this model, keeping in mind that long-term skill forecasting is difficult in the volatile Palestinian context. The model itself still needs investments according to the Palestinian authorities and will require more work in the future, but it provides a good basis.

Communication and media

73. Youth respondents mentioned the achievements in media and communication as very relevant and somewhat of a novelty in the country, especially in relation to capacity development in media awareness. This is best illustrated with a quote: “This project added a unique value in the media sector and enabled the youth to influence the media, granting them a strong voice”.

74. The capacity building actions on communication and media have been well received among youth as for example the summer camps, awareness training for journalists on social media, and training on media monitoring.

75. On another level, young respondents mention the production of media material, and an increased ability to talk about themselves on video media (TV or digital). The awareness raising intervention on freedom of expression has often been mentioned as a successful intervention of the project.

76. Although some media-focused research has been carried out, it has not been often mentioned by youth themselves.

Capacity Building of Youth

77. Capacity building activities only started in Year 2 of the project after the needs assessment was conducted among the two national NET-MED Youth Working Groups. Many capacity-building interventions have been carried out under each Expected Result. In Palestine, informants have especially highlighted projects related to media and communication as well as regional workshops (see above).

78. The involvement of youth in policy dialogue and policy development has also been highlighted as a positive achievement of the project and as a potential for sustainability: indeed, it seems that capacities have been integrated with clear

awareness that youth can have a voice they did not have before in the policy dialogue. It remains to be seen if the authorities would continue to prioritize dialogue with youth without the convening power of NET-MED Youth and UNESCO.

79. The continued involvement of youth in all project activities, despite initial disappointment that NET-MED Youth was not a funding vehicle for the organizations – what organizations were traditionally more used to and were expecting – tends to show that the youth have adhered to the idea that capacity-building is beneficial to them.

3. Achievements and Challenges

A. Main Achievements

- The project achieved the intended results to a very good extent in spite of sizeable challenges. The project success is due to the solid cooperation among the project partners; UNESCO, UNFPA, youth groups, the National Youth Council, the Ministry of Labour, Ministry of Education, GIZ, ILO and PCBS.
- The project managed to convince youth organizations to participate without offering them real, substantial funding, instead promoting capacity building as main benefit at individual and organizational level. The youth groups realized the project's value and showed commitment. The project's aim is to establish true and sustainable partnerships, rather than to offer a funding opportunity.
- Producing a skills forecasting model for Palestine is a commendable achievement.
- The project has succeeded in building the capacity of youth in the media sector and using the media as a tool to achieve their aspirations and demands.
- The project has also empowered youth to tackle different issues, especially at policy level and in the national agenda; they are now also actively getting involved in the media and now have their voice heard.
- Finally, the project has managed to include all the constituents of the youth sector in Palestine in a common Project in spite of contextual challenges.

B. Main Challenges

- Despite being equal to other countries, the budget has been perceived as being small for Palestine and as such as constituting a challenge. This could be due to the way youth organizations, among other project counterparts, are used to being engaged with the international community in development projects, and to interventions being allotted more substantial funding.
- One of the biggest challenges was related to the travelling ability and freedom of movement, affecting the youth. This limits the networking potential among youth and this had to be mainly done through social media and phones instead of face-to-face interaction.
- The high rate of unemployment among youth led to a change in project priority, from implementing of the national agenda to finding jobs.
- There is no representation for the Higher Council of Youth in Gaza: the official counterpart there is the Ministry of Youth and Sports. This made it more challenging to have activities implemented simultaneously in both Gaza and the West Bank.
- A fixed post for project coordinator was initiated for all NET-MED Youth countries except for Palestine. The project coordinator position was staffed by consultant and only in 2017 two staff were hired (West Bank and Gaza).
- Having two coordinators one in the West Bank and one in Gaza was one of the most important challenges of this project.

4. Way Forward - replication and up-scaling potentials

80. All key stakeholders agreed that the project concept is highly needed and that it should continue and be expanded further. The youth network needs support to be strengthened and institutionalized; UNESCO would be an ideal platform for this, as the organization is perceived as being more neutral than other development partners or stakeholders.

81. The Mapping of youth organizations need to be updated to help the networking.

82. Any future project shall focus on economic empowerment of the youth to a larger extent, as it emerged as the main priority for the Palestinian youth. According to the young respondents, any future intervention should upscale this modality in continuation to the micro-projects encouraging community initiatives. In this regard, it is worth mentioning that the skills forecasting model is an important tool for providing information on labour market needs. Support to the hosting and updating of the model is crucial for giving up-to-date and accurate information that assists youth in deciding on their future career options.

83. The project is expected to continue paying special consideration to youth in vulnerable groups and remote areas, and of course, to women.

84. Although the project contributed to developing the youth strategy, there is a need to continue supporting the HCoYS in implementing the action plan.

85. Cooperation with other countries could be expanded, experience sharing with other conflict countries could be a welcome addition. A specific youth working group for countries facing similar challenges that could identify common themes, share knowledge and implement sub-regional cooperation. This said, some informants noted that it was already challenging to engage in cooperation between the West Bank and Gaza¹²².

¹²² In this context the project faced challenges to provide equal opportunities for Palestinian Youth from the West Bank and Gaza.



Evaluation of the Networks of Mediterranean Youth (NET-MED Youth) Project Tunisia

1. Country context

A. Overall context.

1. The project kicked off in the aftermath of a historic political transition that opened up the civil society space but also witnessed political and economic challenges. Following 2011, civil society including youth organisations have grown rapidly, including an increasing number dealing with human rights, governance and civic engagement. The new constitution of 2014 expects the state guarantees youth capacity development, inclusion in decision-making processes and participation in social, cultural, economic and political life. The role of youth and of the Ministry of Youth and Sports (MoYS) have been primarily limited to socio-cultural activities. Although the MoYS has an infrastructure of youth houses across the country, it is reported to have capacity issues and scarce resources to implement its mandate.

2. A key challenge is that national youth priorities are spread across ministries, something that has created tensions about who should lead the youth agenda. The MoYS wishes to position itself, however, other ministries (such as the Ministry of Employment, MoE) play a key role in defining national and/or sectoral priorities on youth (e.g. youth employment). The country is still struggling to meet the needs of its youth in terms of labour market transition and employment. The National Observatory

for Skills and Employment (ONEQ), which is part of the MoE, has the mandate to identify needs and skills in the short, medium and long-term; however, it has so far focused on shorter-term predictions, through surveys

3. In 2016, a National Youth Congress was held, after which the Head of Government confirmed that youth would be a national priority, and assured that the mandate of the currently inactive Higher Youth Council (HYC) would be revised. According to the EU delegation, no resources have been put aside to prioritise a youth policy and put it in place. This has been combined with frequent changes in officials, which created a lack of continuity to pursue the youth agenda. Accordingly, the project liaised with three Ministers of youth during its lifetime.

4. Tunisia has a strong commitment for working with youth in the context of its democratic transition, but the institutional and political environment need to follow.

B. Alignment to national policies

5. Tunisia does not have a national youth policy or action plan. Ministries address youth issues in their own sector strategies and mandates. The axes of the project aimed to respond to national priorities, particularly in terms of youth unemployment, enhanced participation in decision-making processes and public life. The project supported the MoYS' mandate by providing training to its staff working with youth in the regions; NMY also helped the Ministry position itself in discussions on a national youth policy. Concurrently, the project contributed to the mandate of ONEQ as the agency responsible for identifying needs and qualifications in the labour market. According to ONEQ, the project was aligned with the national employment policy and the national strategy on vocational training, as one of its core axes of intervention focuses on establishing a monitoring system that forecasts needs and qualifications.

C. Participation

6. The participation of key stakeholders in the project took place during the implementation phase with no involvement in the design phase. This was confirmed by UNESCO staff, consulted youth organisations part of the NMY working group (thereafter referred to as NMY youth organisations) and youth organisations grantees under the cultural heritage call for proposals (thereafter referred to as grantee youth organisations) as well as other counterparts (e.g. ONEQ). However, the participation of NMY youth organisations in project implementation, including in the inception phase, was significant. With the help of a facilitator, they were given the lead in

identifying and prioritising activities in the work plan. They also divided tasks among their organisations to implement specific activities. According to consulted UNESCO staff, the project had hoped to include rural youth in a more substantial manner. In practice, the participation of rural youth was limited (see section 2B “Resources”). The employment component did not witness a strong participation of youth given that it was a technical component and targeted national institutions.

D. Needs and aspiration of youth

7. The participatory process ensured that proposed activities in Tunisia were identified by youth organisations to respond to their needs and aspirations. These NMY organisations were selected through a call for proposal for the working groups. While themes were pre-set, NMY youth organisations responded to the call because it resonated with their mandate and aspirations. With respect to youth employment challenges, consulted stakeholders did not appreciate the relevance of the employment component to their needs, as it did not directly target them. For grantee youth organisations, they recognised that their projects responded to the aspiration of a smaller group among the broader Tunisian youth. However, projects managed to mobilise youth in local communities given their curiosity about new technologies and approaches (see section 3A “Overall results”).

E. Partnerships and synergies

8. The context in Tunisia allowed NMY Tunisia to attract a wealth of youth initiatives. According to key informants, the project sought synergies with UN agencies, thematic groups and the EU from the onset.¹²³ This included participation in various youth-focused events, collaborations and joint/co-financing of activities¹²⁴, which resulted in UNESCO positioning itself as a key actor on youth issues in Tunisia. The multitude of actors working on youth however meant that full coordination was not possible. It also meant that the MoYS was working with various partners. According to interviews with officials, UNDP helped it formulate a draft youth strategy for 2018-2020 while GIZ is currently supporting local participation of youth. There is no formalised partnership agreement with MoYS under the project. The scope of collaboration was limited to

specific activities where MoYS drew on UNESCO’s expert network and experience. In relation to ONEQ, it mobilised additional funding from UNESCO through a youth employment project (YEM). The funds were meant to consolidate, finalise and institutionalise the prototype of the forecasting model. ONEQ noted that the process of working across ministries and agencies during the development of the model has strengthened collaboration at the national level among the different structures. While synergies were sought during implementation, the project did not establish partnerships with other donors to move the project into a second phase. However, consulted youth organisations reported that their participation in the project helped mobilise more funding beyond the project (see section 3A. “Overall results”).

2. Summary of interventions

A. Completed activities

9. The finalisation of the action plan and creation of working groups in Year 1 ensured that activities were implemented in a timely manner. Completed activities are generally aligned to the project’s theory of change (ToC) with one key exception, namely a call for proposals on youth and cultural heritage launched under ER2. According to UNESCO, this was a response to emergent priorities of partner youth organisations to address cultural heritage following a midterm review undertaken in 2017 and in line with the European year of cultural heritage (2018). The table below presents completed activities based on progress reports and information from the field.

	Activities in Tunisia	Activity in ToC	Status
ER 1	Mapping of youth organisations	1	Completed
	Creation of working groups around the axes of the project	2	Completed
	Online youth platforms	3	Completed

¹²³ Interviews during the field visit
¹²⁴ According to UNESCO, and as examples, this includes the EU funded Med Media project, the EU programme supporting media in Tunisia (PAMT), the Open Media Hub, the Conference of the Mediterranean Audio-visual Operators (COPEAM), the Arab States Broadcasting Union

(ASBU) and OHCHR.

ER 2	Study on situational analysis of youth and policies	4	Completed
	Workshops held on HRBA/RBM and analysis of public policies	5	Completed
	Seminars with MoYS on youth policy including recommendations and pilot municipality	6	Completed
	Capacity-building for the development and the validation of local strategic youth plans (in-situ) and presentation to the mayor ¹²⁵	4	Completed
	Collaborative observatory of cultural heritage projects (contributes to ER1-3 as well), including a youth online component	5-3	Completed
	Participation in sub-regional and regional consultations on youth peace and security regional strategy (contributes to activity 6)	6	Completed
	Development of ToR for youth information portal at MoYS (contributes to activity 3)	6-3	Completed
	Training of MoYS staff in youth centres across the country (contributes to activity 5)	5	Completed
ER 3	Regional media monitoring capacity building workshop, followed by further training and coaching at national level	7	Completed
	Youth in media country report	7	Completed
	Debate café on radio, youth and freedom of expression including World Radio Day 2015 and World Radio Day 2018, "Youth on Screen" national level meeting, development of pilot youth-led TV programme and test footage shot.	8	Completed
	Workshops on media relations, advocacy, media production, media education and	9	Completed

¹²⁵ Such as the pilot strategic planning work conducted in pilot municipality (Kalaat Landalous) which was recognised as an example of best practice.

¹²⁶ For Algeria, Morocco and Tunisia, some more flexibility was possible given that the Rabat

	information including the production of media monitoring materials and Media and Information Literacy (MIL) Toolkit, pilot testing the toolkit, creation of a MIL coordination group, national MIL mapping, and national celebration of MIL week		
	Capacity development of young journalists to apply a gender approach, including the production of multimedia content focused on women entrepreneurs	10	Completed
	Youth participation in international and regional events, organization of sub-regional media monitoring workshop in Tunis and support to several activities at the <i>Assises Internationales du Journalisme de Tunis</i> to commemorate 2018 Global MIL Week in the region	11	Completed
ER 4	National diagnosis study including expert workshops	12	Completed
	Workshops for forecasting model development and dissemination	12	Completed
	Forecasting model prototype	12	Completed
	National workshop with youth organisations	13	Completed
	Youth participation in international conferences	13	Completed

B. Resources and staffing

10. The project had one national coordinator in Tunisia. There was a recognition in Year 1 that the workload required more human resources. In response to that, an assistant was hired. According to interviews with key informants, the budget was distributed equally between the three Maghreb countries¹²⁶, which did not reflect the needs of these countries. There was however flexibility, whereby unspent funds in

Office managed the Project in the three countries and thus was able to make adjustments among the three countries based on needs.

Algeria were used in the other two countries. A main challenge was insufficient resources to cover logistical costs linked to including rural youth in project consultations and activities, thereby limiting outreach. The project partly compensated for this by working with youth organisations that have a geographic outreach and/or a mandate in the regions, and by including in the pool of participants targeted by the online platform one third of young men and women from rural areas. Grantee youth organisations also experienced that the small budgets allocated to the cultural heritage projects were a good start but limited the intended geographic scope and outreach. According to informants, the budget for the employment component mainly went to international consultants, leaving limited resources to carry out activities with youth. ONEG experienced a major time gap, project, as the timeframe only took the development phase of the model into account, without integrating the testing and consolidation phase that normally follow, leaving the current model improper for use in policy guidance.

C. Organisational setup

11. The UNESCO Tunisia office reports to the UNESCO regional office in Rabat, from which it received its annual budget. The project worked with MoYS, ONEQ (MoE), youth organisations, training service providers and consultants, who would provide services such as media monitoring training, technical expertise on the forecasting model (managed by UNESCO Paris, UN agencies and the EU delegation) as well as other donors and entities such as the media. The multitude of stakeholders required more resources for the management of relations and follow-up of activities. According to informants, staff were contracted with periodic renewals instead of for the entire duration of the project. Other informants mention that the contracts were done on a project basis.¹²⁷

D. Programming

12. The programme capitalised on the momentum that followed the revolution with a rapid kick-off of activities without major adaptations to the context. However, a key challenge was to consider how inclusive the project could be within the set budget to achieve results. This meant that youth organisations selected would have to have prior experience on topics of the project and that more marginalised youth associations

would not be targeted (see section 2B “Resources and staffing”).

E. Lessons learned

13. Key lessons learned as described by consulted stakeholders include the following:

- It is crucial to get youth on board, involve them from the onset and treat them as equal partners;
- Project design should include consultations with key stakeholders involved in the future implementation of the project;
- The conceived budget should include resources that match the ambition of the project, particularly in terms of outreach and staffing.

3. Achievements and challenges

A. Overall results

14. The main project achievements primarily pertain to the public policy and media axes. There was an agreement among consulted stakeholders that these themes distinguished the project from other initiatives targeting youth. According to the EU Delegation, the themes addressed by NMY were relevant and different to traditional topics associated with youth, leading to targeted youth organisations benefiting to a greater extent than expected from the NMY project. However, there are larger initiatives in Tunisia, such as EU programmes with bigger budgets whose impact likelihood is larger. According to consulted youth organisations, the project provided a learning opportunity to targeted youth organisations. However, its larger impact on youth is yet to be seen. The EU Delegation referred to a recent review of the project and informed that the regional dimension and results of the project were weak, as activities were contextualised to the countries. The perspective of those involved in implementation is that contextualisation was needed to ensure that results are achieved at country level.

15. Another achievement in Tunisia is that it was able to produce a prototype of the forecasting model that is disaggregated by profession and sector, as disaggregated employment data by profession and by sector was available. However, the model

¹²⁷ The contracts are meant to have been issued for the duration of the project. In the absence of documentary evidence as to the actual duration of the contracts, the evaluation is unable to

take a clear position on the matter.

cannot yet be used as it is not robust enough to guide policy decisions. It needs to be tested and refined, a process that would typically require two more years. Moreover, a key drawback is that the model is unable to provide regional, gender and age specific data.

B. Results at individual level

16. Results achieved at the individual level are those relevant to consulted young men and women as follows:

- *Increased knowledge and skills:* Consulted NMY participants reported that they gained new knowledge and technical skills on media monitoring particularly through the production of a national report on the image of youth in the media. This resulted in two NMY participants being hired by media related projects. For young persons targeted by the cultural heritage call for proposals, they reported increased knowledge and skills on media and communication, their own cultural heritage and the institutional setup around culture. This also resulted in young persons targeted by the project becoming reference points in their local communities.
- *Exposure and visibility:* According to consulted youth organisations, young men and women gained visibility as they were given the opportunity to represent youth in the region and internationally.¹²⁸ This has motivated them to continue working for the project.

C. Results at organisational level

17. The project strengthened the organisational capacity of consulted youth organisations as follows:

- *Networking.* The project provided a space for youth organisations to link up and collaborate. Regional collaboration between a Tunisian and a Jordanian youth organisation was discussed but has not yet materialised;
- *Increased knowledge, skills and experience.* As part of the project, NMY youth organisations reviewed existing policies and identified gaps and key issues, for instance that there were no indicators to monitor progress on policies and that the HYC was not the appropriate structure to represent their interests. This resulted

in the formulation of recommendations. For consulted grantee youth organisations, they had not worked with an institutional donor before. As a result, they gained on-the-job experience and have now a better understanding of work dynamics at the local level, project management including budgeting, planning and organisation of events, and liaising with public authorities;

- *Increased exposure and visibility.* In discussing HYC and youth policy, the project brought together NMY youth organisations and the MoYS. For some NMY youth organisations, it was their first encounter with a ministry. This exposure increased their understanding of how the MoYS works, and what its weaknesses and limitations are. Participation in the project also increased the visibility and credibility of youth organisations through heightened media coverage and exposure to different stakeholders;
- *Increased partnership potential.* Increased visibility helped consulted youth organisations, including those in the working group and those working on cultural heritage, to establish new relationships and mobilise funding from other sources (e.g. German and Dutch governments);

D. Results at policy level/political agenda

18. Although it did not result in the production of a national youth policy, the project contributed to changing the attitude at the level of MoYS about the relevance of a youth policy. According to MoYS informants, *'the project instigated a change in approach in terms of seeing the need for a youth policy'*. The ministry now sees the importance of maintaining contact with youth organisations. In terms of youth employment, the skills forecasting model prototype is not yet mature enough to provide forecasts that can feed into policy development and has therefore not contributed to results at the policy level.

E. Key enablers

19. Achieved results were primarily driven and facilitated by the following factors:

- The project was the only initiative targeting youth on specific new themes;
- Targeted youth organisations had a strong commitment;
- The project was managed in a participatory and process-oriented manner;
- The project trusted and respected youth as equals;

¹²⁸ As an example, the Jamaity platform offered visibility to partner organizations: <https://jamaity.org/opportunity/appeal-a-candidatures-jeunes-experts/>

- The project had a flexible approach;
- Employment data in Tunisia was available and disaggregated by profession and sector;
- A core team at ONEQ was assigned to work continuously on the model;
- ONEQ was able to mobilise other national structures generating data for the model;
- The Tunisia national commission for UNESCO played a key role in supporting the project.

F. Key bottlenecks

20. The optimisation of results achieved was hindered by the following factors:

- It was difficult to anchor the project within national institutions;
- MoYS as the main counterpart presents issues of capacity;
- Despite support from the regional office in Morocco and the Coordination Team in Paris, informants claim that there was insufficient in-country staffing allocated to project implementation.¹²⁹ It appears that implementing the project needed substantial time and efforts to liaise, coordinate and seek synergies with the stakeholders of the project;
- Resources were not sufficient to strengthen outreach to and participation of rural youth;
- The employment component was highly technical and did not work well with youth;
- Employment data is national and does not indicate data by region, gender and age;
- The development of the forecasting model did not consider the needed time for testing and refining the model before it can be used to guide policy and did not include training of staff for data collection and development of manuals. Data-wise, although breakdown by occupation is possible, disaggregation to sub-national level is not possible.

G. Gender equality

21. The project considered gender aspects in key structures and activities, for instance through a balanced participation of young men and women in the NET-MED

Youth working group, the online youth platform, training sessions, workshops and seminars. Moreover, youth organisations noted in their recommendations to MoYS the importance of an inclusive approach to public policy participation, including for young men and women. A shortfall in the forecasting model is that it does not capture gender and age data.

4. Way forward: Potential for replication/scale-up

A. Replicability potential

22. According to the EU delegation, the project was contextualised to every country and is therefore difficult to replicate. However, based on consultations in the field, some key elements with potential for replicability include the following:

- The participatory approach, of which some elements were replicated in other countries;
- Sub-contracting the implementation of specific activities to youth organisations to build their capacities in managing grants and create opportunities for them to engage in the public space;
- Activities promoting the interaction of youth organisations with authorities including local authorities;
- Capacity development of MoYS staff, also in the regions, as shown for instance in the pilot work on policy planning with municipalities;
- Flexibility at country level with a minimum-level harmonisation at the regional level;
- Grounded understanding of the national context, including the political dimension of youth;

23. To enhance results, consulted stakeholders proposed the following:

- Target public structures (with focus on local municipalities) so they become more sensitive to the culture of citizen participation;
- Ensure that sufficient resources are available for national outreach;
- For calls for proposals on specific themes, consider gradation from a smaller to larger grants;

¹²⁹ The evaluation does not conclude there was a deficit of support from the coordination team or the regional office but it appears that the challenge was still significant enough for informants

to mention it. It is therefore mentioned as a bottleneck.

- Integrate the needed timeframe and activities to ensure a forecasting model is ready for use.

B. Ownership

24. The project acknowledged the challenges in anchoring the project within institutional partners. While relevant ministries were invited to the national kick-off meeting in Year 1, their involvement during implementation was activity-based. Efforts were invested in defining a partnership framework with MoYS but did not result in an agreement in light of contextual instability. ONEQ showed commitment to the finalisation and institutionalisation of the model as it would allow it to contribute to defining policies in Tunisia as part of its mandate.

J. Biodata of evaluators

Max Fras

1. Max Fras is a researcher, evaluator and trainer in youth policy, civil society, education and culture with over 15 years of working experience in international development. Max holds two MA degrees, one in International Relations and European Integration from the University of Wroclaw Poland (2005) and another one in Inter-religious Studies from the Cambridge Centre for Jewish-Christian Relations (2006) as well as a PhD in social sciences from the Open University (2012).

2. Max works as an independent freelance consultant and project manager for a variety of organisations and institutions including international organisations such as the European Union, the Council of Europe, USAID, GIZ, UNESCO and UNDP, as well as private and public organisations such as the British Council, civil society organisations and groups, universities and cultural institutions.

3. His main areas of expertise include policy and programme research, monitoring, evaluation, capacity-building, training and facilitation. In the recent years, Max's assignments included: development of a road map for civil society development for the government of Albania, analysis of youth policy in the Eastern Partnership region, evaluation of the EU's engagement with civil society in Eastern Partnership and Russia, developing a new mandate for Lebanon's National Youth Council and evaluation of the Perspectives for Youth Entrepreneurship Programme in Kyrgyzstan for GIZ.

4. Max's work covers wider Europe, South-East Europe and Western Balkans, Eastern Europe and South Caucasus, Middle East, North Africa and Central Asia.

5. Max is also a researcher and lecturer, most recently as a Visiting Fellow at the London School of Economics and Political Science (2017-2019) and the Tbilisi Centre for Social Sciences (2019-2020) where he researches public policy development, civil society and participation.

6. Max speaks native Polish as well as fluent English and Russian, and can work in French and German and has a basic command of Georgian.

Yael Ohana

7. Yael Ohana is a specialist in human rights education, international Youth work and Youth policy with more than 25 years of working experience in the international Youth sector. Yael holds two Masters' degrees, one in Political Science from the Central European University in Budapest, Hungary (1998) and another in European Studies and Human Resources Development from the College of Europe at Bruges, Belgium (1998). Yael received her BA (Hons) in Modern Languages (French & Russian) from Trinity College in Dublin, Ireland (1994).

8. Through Frankly Speaking - Training, Research, Development, the small independent educational and research institute that she founded and runs, Yael conducts projects to assist a variety of clients in their efforts to support youth participation, empowerment and development.

9. The main pillar of Yael's work is applied evaluation and strategy development regarding Youth for international institutions and national governments. Over the last five years, Yael's portfolio of evaluation and strategy development assignments has grown to encompass, among others:

- Youth strategy building assessments for UNFPA country offices (especially in South East Europe) and regional centres (Eastern Europe and Central Asia),
- the development of educational methodology for UN Women on Youth and Gender Based Violence (Bosnia & Herzegovina),
- the conceptualisation of initial drafts of the UNV Youth Volunteering Strategy and Programme,
- the evaluation of a variety of educational programmes and complex youth strategies for the Council of Europe (Roma Youth Action Plan, Enter! Project, Study on Curriculum and Training Methods of the Schools of Political Studies).

10. Through these projects, Yael has gained extensive familiarity with UN frameworks supporting Youth, inclusion, human rights, gender equality and development.

11. Being a protagonist of Youth participation and empowerment, all her evaluations strive for the maximum involvement of the broadest range of stakeholders. She is, therefore, quite familiar with multi-stakeholder processes and approaches. Yael's research and evaluation work tends to be qualitative

in nature, taking an intuitive and pragmatic approach. She is experienced in the conceptualisation and interpretation of qualitative surveys, and in preparing and conducting focus groups and interviews. She has also experimented with computerised qualitative textual analysis and the revealing visualisations it can yield. Yael's evaluation reports are concise and to the point.

12. Yael's career has allowed her to work in most countries of the geographical Europe, the Caucasus and Central Asia. In recent years, her work has focused extensively on the Eastern neighbourhood of the European Union and South Eastern Europe, especially the Western Balkans. However, she has also worked in the United States and on projects spanning other continents with partners in Africa and Latin America.

13. Yael is multilingual. English is her mother tongue; she is fully fluent in French and can work in both German and Russian. She also communicates in Slovak and Hebrew and has studied Irish and Hungarian.

Kimiko Hibri Pedersen

14. Kimiko Hibri Pedersen is an international senior consultant with more than 10 years of experience working with development assistance including reviews and evaluations and focus on MENA having grown up in the region. Kimiko holds an M. Phil. in Development Studies from the University of Cambridge, a Master in Money and Banking and a B.A. in Economics from the American University of Beirut. She is well versed in the conduct of evaluations and the use of analytical methods for the collection and analysis of qualitative and quantitative data, being a core team member of a pool of evaluators for Sida. She has participated in and led more than twenty reviews and evaluation including multi-country programmes and regional networks and funds.

15. Kimiko has ample experience working in the MENA region where she undertook assignments including reviews and evaluations for a broad group of development actors (Sida, Danida, Danish Youth Council, Danish Centre for Information on Gender, Equality and Ethnicity, Danish Children and Youth Foundation, MS Action Aid, EuroMed Foundation for Support to Human Rights Defenders).

16. She offers experience in the sectors of civil society and human rights (e.g. Evaluation of EuroMed Rights Network's promotion, Evaluation of the EuroMed Foundation for Support to Human Rights Defenders), democracy,

good governance and women's empowerment (e.g. Inception Review of the Danish country programme supporting democracy and human rights; External Evaluation of the Fund for Dialogue and Cooperation on Gender and Women's Rights in MENA), and has been involved in youth rights and participation (e.g. Review of the Danish-Arab Youth Political Cooperation, Final evaluation of 'Empowering adolescence and youth to play a leading role in the promotion of their sexual and reproductive health and rights, 2012-2015, External Evaluation of Restless Development Tanzania programme, Final evaluation of the 'Integrated Action on Poverty and Early Marriage programme, Evaluation of NFF's development project 'Girls Football Coaching Course-Middle East 2015-2017'). Furthermore, Kimiko has been involved in assignments other than reviews and evaluations promoting the participation of youth (Desk Study of the MENA Action Aid International Strategy Seminar, Formulation mission: TV Job Spots, Profession and Entrepreneurship- A programme for professional awareness creation and support in Tunisia).

17. Through these projects Kimiko has developed a deep professional knowledge of the thematic areas NET-MED Youth is addressing in addition to her profound knowledge of the MENA region and institutional landscape.

18. Kimiko is a native Arab speaker and is fluent in English and French.

Christophe Dietrich

19. Christophe Dietrich holds a Master in Economics from the University of Strasbourg (France). He has 15 years of experience in research and project management in the field of statistics, social research, technical assistance and capacity building and evaluation. Since 2011, Christophe has been working as a Senior Project Manager, Researcher and Consultant in statistics and evaluation within the statistics and evaluation departments at ICON-INSTITUTE, Germany. Examples of projects, evaluations and research implemented or led by Christophe cover:

- Technical Assistance and support to the Afghan Central Organization for Statistics to collect, analyse and publish social statistics in the Afghanistan Living Conditions Survey (2011 to 2018),
- the Thematic Evaluation of the UNFPA support to the 2010 census round to inform policy making (2014-2016),
- the Study on the Human Capital Formation and Use in Afghanistan for the Ministry of Labour and Social Affairs (2017),

- the Impact Assessment of the Communication Campaign Against Discrimination in Albania (2016 – 2017),
- the Evaluation of the International Institute for Educational Planning's (IIEP) Pôle de Dakar (2018),
- the Evaluation of the UNESCO/EU NET-MED Youth Project (2018),
- the development of the Population Situation Analysis and Population Policy for the Planning Institute of Jamaica (2018), and
- Contribution to the development of the monitoring and evaluation chapter of the Guide for the implementation of the Demographic Dividend for UNFPA – West and Central African Regional Office (2018).

20. Prior to joining ICON-INSTITUTE, Mr. Dietrich worked for the Council of Europe and as a consultant, mainly as a research assistant and research manager for the Methodological Guide for the Concerted Development of Social Cohesion Indicators, the Methodological Guide for the Development of Policies for the Inclusion of Youth in Deprived Neighbourhoods, for the ground research for the development of Recommendations on over-indebtedness of the Council of Europe. He was also a project manager for the International Monitoring Operations for the censuses in Kosovo and in Bosnia and Herzegovina.

21. Mr. Dietrich has a solid understanding of the development agenda and of the various development partners including the UN system at large and possesses solid methodological and technical expertise in statistics and evaluation. He has carried out numerous field missions to Kosovo, Bosnia and Herzegovina, Afghanistan, Albania, Lebanon, and Mauritania over the last 12 years. Mr. Dietrich is fluent in French, English and German.

Mamoun Besaiso

22. Mamoun is a senior consultant with more than 20 years of experience working with development assistance in the MENA region. Mamoun holds a Master of Science in Construction Management from the Arizona State University. He is well versed in the conduct of evaluations and the use of analytical methods for the collection and analysis of qualitative and quantitative data, specifically in the field of youth employability and

entrepreneurship, TVET and skills development. He has participated in more than 10 reviews and evaluations in the above mentioned fields.

23. Mamoun has for instance undertaken evaluations in the sphere of youth employability like the External Evaluation of "SIDA/Cash for Work Program!" (2013) targeting young unemployed and the Final and Mid-term Evaluation for "Income Generating Program for Deaf Youth" (2014 and 2016), the External Evaluation of "Youth Civic Engagement Program – Palestine (2012) and an evaluation of the project 'Be the Change" which aimed at improving the employability of 1000 male and female youth in West Bank/Gaza (2011). In addition to this, Mamoun has worked as a TVET Expert in the Youth Employment in Aswan Governorate Project which focused on civil society engagement and empowerment of marginalized youth and their engagement in the Labour Market in 2013. Moreover, Mamoun has conducted several gender assessments (for Oxfam 2018, for EU in 2011) and contributed to women empowerment projects (Training and coaching of women leaders, 2014-2015).

24. Mamoun has been working for various donors like EU, GIZ, World Bank, SIDA, DANIDA and UN institutions like UNFPA and UNWRA.

25. He has thorough experience in working with youth and youth organizations, women organizations as well as civil society organizations and grassroots organizations in general.

26. Mamoun is fluent in Arabic and English.