



Governing Body

340th Session, Geneva, October–November 2020

Policy Development Section

POL

Employment and Social Protection Segment

Date: 12 October 2020

Original: English

Second item on the agenda

Renewing commitment to youth employment by endorsing a follow-up plan of action on youth employment for the period 2020–30

Purpose of the document

The resolution “The youth employment crisis: A call for action”, adopted by the International Labour Conference at its 101st Session (2012), was given effect by the Office through a seven-year follow-up plan that ended on 31 December 2019. This document proposes the main elements of a follow-up plan of action on youth employment for the period 2020–30. It takes into consideration today’s unprecedented economic and social situation caused by the COVID-19 pandemic and the current and future needs of constituents in addressing the challenge of youth employment, while responding to an evolving world of work in the context of the ILO Centenary Declaration for the Future of Work.

The Governing Body is invited to provide guidance on the proposed elements of the follow-up plan of action on youth employment for 2020–30 (see the draft decision in paragraph 34).

Note: The consideration of this item was deferred from the 338th Session (March 2020) of the Governing Body. This document is a revised version of [GB.338/POL/2](#), updated to reflect developments that have occurred since March 2020.

Relevant strategic objective: Employment.

Main relevant outcome: Outcomes 3, 4, 5 and 7.

Policy implications: The guidance of the Governing Body will inform the planning and implementation of further Office work on youth employment for the period 2020–30.

Legal implications: None.

Financial implications: Extrabudgetary resource mobilization for the implementation of the follow-up plan of action.

Follow-up action required: The creation of an interdepartmental youth employment action group, the implementation of the follow-up plan of action and biennial reporting on it to the Governing Body.

Author unit: Employment Policy Department (EMPLOYMENT)/Employment, Labour Markets and Youth Branch (EMPLAB).

Related documents: Resolution and conclusions “The youth employment crisis: A call for action”, 2012; GB.316/INS/5/2; Programme and Budget for the biennium 2020–21; ILO Centenary Declaration for the Future of Work and its resolution, 2019.

▶ I. Background and context

1. In the light of a changing world of work and the ongoing COVID-19 crisis, which has had a disproportionate impact on youth employment globally,¹ the Office proposes this follow-up plan of action on youth employment for the period 2020–30. The objective of the plan of action is to strengthen policy responses and scale up impact to address the current situation, which has been exacerbated by the COVID-19 crisis, as well as ensure a better future of work for young people. In its proposal, the Office takes into account the lessons learned from the follow-up plan on youth employment for the period 2012–19,² which was implemented in response to the resolution “The youth employment crisis: A call for action” and its accompanying conclusions, adopted by the International Labour Conference at its 101st Session (2012) in the wake of the 2008–09 financial crisis. The Office also gives due consideration to regional, country and local specificities.³
2. The COVID-19 crisis has inflicted a triple shock on young people. It is destroying their employment opportunities and pushing them into poorer quality jobs; disrupting their education and training; and placing major obstacles in the way of those seeking to enter the labour market or to move between jobs. Available data show that there has been a substantial and rapid increase in youth unemployment since February 2020, which is affecting young women more than young men.⁴
3. The crisis has also further enhanced existing structural inequalities and fragilities in society and in the world of work, and has had a major impact on the aspirations of young people. A survey conducted in April 2020 on young people and COVID-19⁵ showed that 38 per cent of young people globally are uncertain and 16 per cent are fearful about their future career prospects. Those most concerned about the future are young people who are not in employment, education or training (NEETs), of whom 22 per cent report feeling fearful about their career prospects. Young women are, on average, less confident and more uncertain about their future than young men.
4. Young people were already in a perilous situation in the labour market prior to the COVID-19 pandemic. Indeed, the global youth unemployment rate had increased slightly, from 13.4 per cent in 2012 to 13.6 per cent in 2019. This aggregate figure masks considerable regional variation, with the youth unemployment rate ranging from 10.8 per cent in Africa to 22.9 per cent in the Arab States. In addition, young people who are employed tend to be in jobs of poor quality. Some 126 million young workers (29.3 per cent) lived in extreme or moderate poverty in 2019. Young workers in Africa were most severely affected, with over 64 per cent living in poverty. Three in four young

¹ The ILO relies on the United Nations definition of “youth” as persons aged 15–24 years. The Office nevertheless has expanded its analytical scope to consider a wider definition, encompassing persons aged 15–29 years.

² GB.316/INS/5/2.

³ The previous plan of action covered a seven-year period and it had been fully implemented by 2019. The proposed plan covers a ten-year period, to align with the 2030 Agenda for Sustainable Development.

⁴ ILO, *Preventing Exclusion from the Labour Market: Tackling the COVID-19 Youth Employment Crisis*, ILO Brief, May 2020.

⁵ Conducted by the ILO, the United Nations Major Group for Children and Youth, AIESEC, the European Youth Forum, the European Union Emergency Trust Fund for Africa and the Office of the United Nations High Commissioner for Human Rights.

workers worldwide were in informal employment in 2016. The rate was even higher in Africa and Asia, where 95 per cent and 86 per cent, respectively, of all young workers were in informal employment. Globally, the share of young NEETs has also increased slightly since 2012. In 2019, one fifth (22.2 per cent) of young people worldwide fell into this category, and two out of three of these were young women. Overall, target 8.6 of the 2030 Agenda for Sustainable Development (2030 Agenda) – to substantially reduce the proportion of youth not in employment, education or training by 2020 – is now even further out of reach in the wake of the COVID-19 crisis, and will not be reached unless urgent and sustained actions are taken.

5. Regional variations in youth employment outcomes are pronounced – in Europe and Central Asia, for example, NEET rates dropped to 14.5 per cent in 2019, largely due to significant declines in the European Union in the wake of large-scale interventions undertaken as a part of the European Union’s Youth Guarantee scheme, although a difference between young women (16.7 per cent) and young men (12.4 per cent) persists. In the Americas, NEET rates were closer to the global average, constituting 19.1 per cent of the youth population in 2019. Elsewhere, the rates were even higher and gender disparities more pronounced; for example, in the Arab States, 34 per cent, or one in three, young people were NEETs in 2019. In Asia and the Pacific, the corresponding figure was 24.2 per cent. In both regions, young women were almost three times as likely as young men to be in this category.⁶
6. In 2019, real global economic growth was estimated to have fallen to 2.9 per cent while the growth of global trade was estimated to have weakened considerably to 1.1 per cent, the lowest rate of growth since the 2008 global financial crisis. Such was the situation when the COVID-19 crisis hit, putting enormous pressure on economies in all regions. Globally, gross domestic product is projected to decline by 4.9 per cent in 2020,⁷ while the ILO estimates that working hours fell by 17 per cent in the second quarter of 2020 (in comparison with the fourth quarter of 2019).⁸ This accelerated deterioration is particularly detrimental for young people, as their employment prospects, relative to older workers, are more sensitive to business cycle variations and economic downturns.
7. Globalization trends, demographic shifts, new technologies and climate change further complicate the youth employment challenges. Although the population is ageing globally, there will be many more young people entering the labour market in emerging and developing countries, where the vast majority (89.2 per cent) of the 1.3 billion young people will live in 2030. Creating decent jobs for these young people is therefore a policy priority in these countries. While an ageing population places growing pressures on social protection systems, it also presents new employment opportunities for young people in, for example, the health and care sectors, which are, and will continue to be, more important than ever during and after the COVID-19 crisis. However, in terms of employment, young people have been particularly hard hit by the COVID-19 crisis due to an over-representation in the most affected sectors (accommodation and food services,

⁶ ILO, *Global Employment Trends for Youth 2020*.

⁷ IMF, *World Economic Outlook Update*, June 2020.

⁸ ILO, *COVID-19 and the world of work, sixth edition*, ILO Monitor, 23 September 2020.

wholesale and retail trade, manufacturing, and real estate, business and administrative activities).⁹

8. In conflict and disaster settings, the COVID-19 crisis can exacerbate grievances and drive conflict that could undermine development, peace and social cohesion and therefore, as indicated by the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), special attention should be paid to those young people who have been made particularly vulnerable by the crisis in such settings. This is also noted in the ILO Centenary Declaration for the Future of Work (Centenary Declaration).¹⁰
9. The current crisis has also highlighted the challenges and opportunities of new technologies, especially for young people. History has shown that technological advancement can drive new job creation, though the transition is not always smooth. In recent years, new digital technologies in particular, offer a wide range of new and diverse forms of employment, which could allow for greater flexibility, though such jobs are not always decent. In this context, the Centenary Declaration notes the importance of policies and measures that respond to challenges and opportunities in the world of work relating to the digital transformation of work, including platform work.
10. During the lockdowns instituted in many countries across the world in response to the COVID 19 pandemic, telework¹¹ was widely used, allowing organizations to continue functioning despite the crisis, thereby mitigating losses in economic output and employment. Telework offers employees greater control and flexibility in their working time, but there are some concerns around issues of balance between professional and family life. This is particularly important for young women, as they are often the primary caregivers at home, and highlights the issue of investment in the care economy. Teleworking is also largely limited to high-skill occupations and requires high-quality internet access. As such, the shift to teleworking risks exacerbating existing inequalities between young people in advanced and developing countries. In addition, while young people are usually better positioned than older workers to make the transition to new technology-related jobs,¹² they tend to have limited work experience and networks, which diminishes their chances of accessing decent jobs or developing their careers in the digital economy.
11. Young people have been on the forefront of campaigns for environmental sustainability. Climate change has far-reaching implications for societies, production systems and labour markets, which may lead to the climate-related migration of young people. Addressing climate issues and expanding the circular economy would create new decent work opportunities, but these opportunities would need to be matched with appropriate skills and support measures to enable a just transition into these new jobs.
12. In response to the persisting and emerging youth employment challenges, particularly in the context of the current COVID-19 crisis, there is strong international interest in

⁹ ILO, *COVID-19 and the world of work, second edition*, ILO Monitor, 7 April 2020.

¹⁰ The [Centenary Declaration](#) reiterates the importance of paying special attention to areas affected by conflict, disaster and other humanitarian emergencies in the context of intensifying cooperation within the multilateral system with a view to strengthening policy coherence.

¹¹ ILO, "The home as workplace: Trends and policies for achieving decent work", forthcoming.

¹² ILO, *Global Employment Trends for Youth 2017: Paths to a better working future*, 2017.

tackling these issues matched by an increase in country-level demand for ILO support in respect of this topic. International forums, such as the G20 and the BRICS,¹³ the United Nations (UN) system and other multilateral organizations, regional banks, the World Economic Forum, and the private sector, are now prioritizing youth employment. The COVID-19 crisis is likely to further hamper the achievement of the Sustainable Development Goals (SDGs), unless concerted and collective action by all stakeholders is taken.

- 13.** In the above context, it is crucial that the ILO renews its commitment to youth employment, in particular through a follow-up plan of action for 2020–30. A high-level independent evaluation of the ILO’s strategy and actions for improved youth employment prospects 2012–17, carried out in 2018, noted that the call for action remains as relevant as ever and, based on the results achieved during the evaluation period, recommended continued ILO action to address youth employment. It also called for renewed action on youth employment with an emphasis on demand-side aspects and a focus on future of work issues, along with partnerships and sustained resource-mobilization efforts. At its 334th Session (October–November 2018), the Governing Body requested the Director-General to take into consideration the recommendations of the high-level independent evaluation and to ensure their appropriate implementation.¹⁴
- 14.** The current crisis has accelerated some of the future of work changes, such as digitalization. The Centenary Declaration provides relevant guidance for the recovery and building back better after this crisis. The follow-up plan of action for the next decade needs, therefore, to be fully anchored in the Centenary Declaration, which refers to the imperative to act with urgency to seize the opportunities and address the challenges to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. In the resolution accompanying the Centenary Declaration, the Conference invites the Governing Body to ensure the follow-up on, and regular review of, the implementation of the Centenary Declaration, which will have implications for youth employment. Furthermore, at its 73rd session (2019), the UN General Assembly adopted resolution 73/342, recognizing the particular relevance of the Centenary Declaration in informing the work of the UN system to shape a human-centred approach to the future of work and requesting the UN funds, programmes, specialized agencies and financial institutions to consider the integration of the policy contents of the Centenary Declaration as part of the United Nations Sustainable Development Cooperation Framework.
- 15.** Thus, the follow-up plan of action for 2020–30 takes into consideration both the current and future needs of constituents in addressing the challenges and opportunities of youth employment and the lessons learned by the Office, the tripartite constituents, and ILO partners on the subject over the past decade. It recognizes that the ILO, as a tripartite and normative organization beginning its second century, has a unique role to play in the international community in ensuring full, productive and freely chosen employment and decent work for young people, in accordance with the relevant Conventions and Recommendations.
- 16.** In preparation for the discussion of this follow-up plan of action by the Governing Body, which was originally scheduled for the 338th Session (March 2020), extensive

¹³ A grouping of Brazil, the Russian Federation, India, China and South Africa.

¹⁴ GB.334/PV, para. 888.

consultations between various departments of the ILO, as well as with the social partners, the Government group and the regional offices, were held in January 2020. The present document was updated in September 2020, based on a second round of consultations. It has also profited from the consultations held with young people during the Global Youth Employment Forum, held in Abuja in August 2019.¹⁵

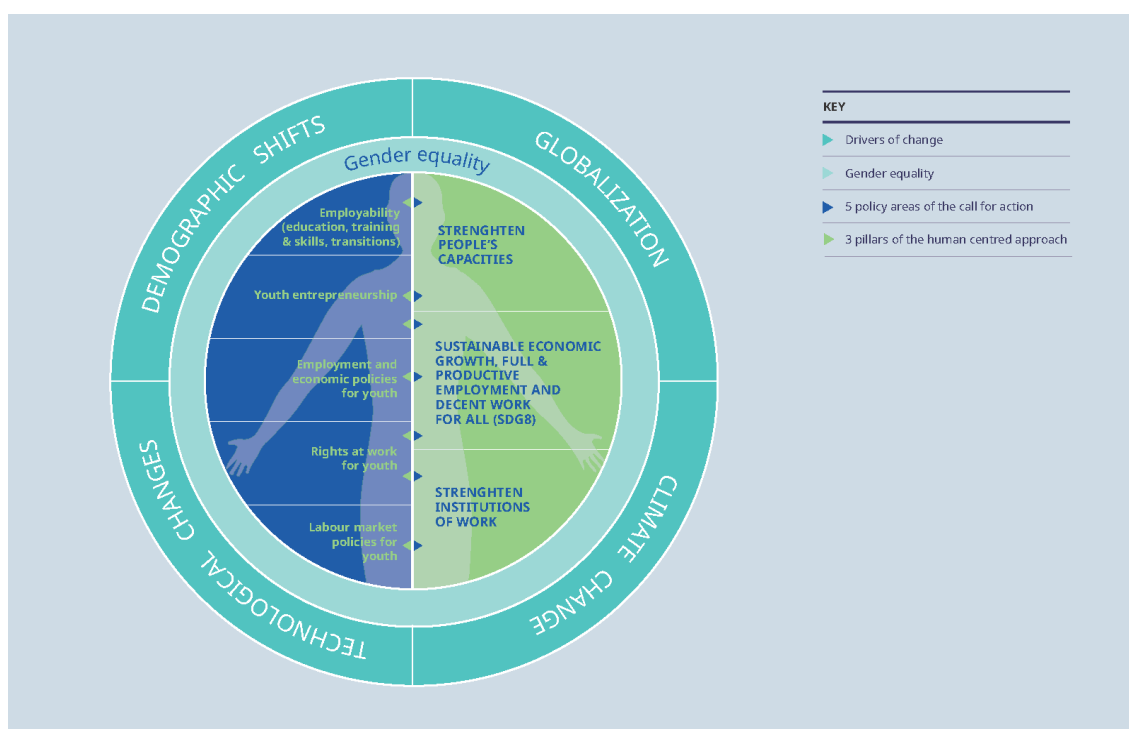
▶ II. Strategic framework of the follow-up plan of action

17. Set against the background of the current COVID-19 crisis, paired with powerful drivers of change, such as technological change, demographic shifts, climate change and globalization, the objective of the ILO's action plan is to promote full, productive and freely chosen employment and decent work for all young people aspiring to work, and to achieve equality, including gender equality, through a transformative, human-centred approach. The strategy aims to enhance the ILO's leadership in this area and is based on the call for action adopted by the Conference in 2012 and the Centenary Declaration, as follows:
- (a) The 2012 call for action recommends measures to foster pro-employment economic growth and decent job creation through macroeconomic policies, employability, labour market policies, youth entrepreneurship and rights to tackle the social consequences of the youth employment crisis, while ensuring financial and fiscal sustainability. Its guiding principles reflect a balanced and coherent approach that addresses the demand and supply sides of the labour market to promote full, productive and freely chosen employment, with a focus on social protection and rights. It recognizes the importance of the involvement of the social partners in policy development through social dialogue and an emphasis on demand-side action.
 - (b) The plan of action considers these elements of the 2012 call for action in the light of the human-centred approach outlined in the Centenary Declaration, which is structured around three pillars: first, strengthening the capacities of all people to benefit from the opportunities of a changing world of work; second, strengthening the institutions of work to ensure adequate protection of all workers, and reaffirming the continued relevance of the employment relationship as a means of providing certainty and legal protection to workers, while recognizing the extent of informality and the need to ensure effective action to achieve transition to formality; and third, promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.¹⁶

¹⁵ At the Forum, young "tripartite-plus" participants issued a statement calling on the ILO and its constituents to collaborate more closely with young people in developing and implementing guidelines, policies and programmes for decent jobs for young people, by relying on other existing youth engagement mechanisms that can strengthen the tripartite framework for ensuring universality, equity and rights in access to decent work.

¹⁶ In the light of the COVID-19 crisis, the ILO has proposed a policy framework that includes stimulating the economy and employment; supporting enterprises, jobs and incomes; protecting young workers in the workplace and relying on social dialogue for solutions.

► **Strategic framework of the follow-up plan of action on youth employment: Youth at the centre**



18. The strategic framework of the follow-up plan of action on youth employment, illustrated in the figure above, realigns youth employment promotion with a development framework that places young people at the centre of economic, environmental and social policy. To this end, future action will promote policies, strategies and programmes that support the entry and integration of young people into labour markets, allow them to become lifelong active members of society and ensure that their rights are protected. It will foster effective measures to support young people through the transitions they will face throughout their working lives, and promote their participation in shaping future labour markets through social dialogue.
19. Given the different challenges faced across regions and countries, responses will be adapted to the needs and local context and linked to existing regional ILO and UN strategies on youth employment, for example the forthcoming ILO Strategy on Youth Employment in Africa. Furthermore, the follow-up plan of action will align with the 2030 Agenda, in particular SDG targets 8.5, 8.6 and 8.b¹⁷ and the related targets under Goal 4, and with the ILO’s Programme and Budget for the biennium 2020–21, in particular outcomes 3, 4 and 5.¹⁸

¹⁷ SDG targets: 8.5 “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”; 8.6 “By 2020, substantially reduce the proportion of youth not in employment, education or training”; 8.b “By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization”.

¹⁸ Outcome 3 “Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all”; outcome 4 “Sustainable enterprises as generators of employment and promoters of innovation

▶ III. Implementation framework

20. For continuity, the clusters of the follow-up plan of action for 2020–30 will remain as in the previous plan, but stronger emphasis will be placed on the link to COVID-19 recovery and resilience initiatives with working towards a better future of work in line with the Centenary Declaration. The clusters are: knowledge development and dissemination; technical assistance and capacity-building of constituents; and advocacy and partnerships. The work under these three clusters is described in the paragraphs below. A more detailed, although not exhaustive, proposal on the elements of the follow-up plan of action for 2020–30 is presented in the appendix.

Knowledge development and dissemination

21. The follow-up plan of action takes into account the comparative advantage of the Office in knowledge development on employment and labour market policies through robust analyses and reviews relating to youth employment. Research will span the three pillars of the Centenary Declaration, as shown in the appendix. The Office will intensify its research to support the development of integrated national youth employment strategies, in line with indicator 8.b.1 of the 2030 Agenda, which relates to operationalizing youth employment strategies. This includes a strong focus on boosting labour demand, productivity and skills to create more opportunities for young people and support recovery from the COVID-19-induced economic and employment crisis. Research will support a rights-based and sustainable lifelong approach to transitions in the labour market, including through school-to-work transition indicators and analyses of the NEET population. The follow-up plan of action will document what has worked and explore new ways of approaching the youth employment challenges and opportunities to meet the current unprecedented socio-economic situation resulting from the COVID-19 crisis, including through the leveraging of new technologies to better support the promotion of decent work for young people. It will consider the different regional and country situations, with a focus on future of work drivers of change and their impact on youth employment, as outlined in the proposed elements of the follow-up plan of action set out in the appendix, under Cluster A.
22. Evidence-based research will be conducted, building on youth labour market indicators. Whenever possible, the results will be disaggregated to show youth-specific data. The SDG targets on young people (8.5, 8.6 and 8.b) will be monitored through the relevant indicators (8.5.1, 8.5.2, 8.6.1 and 8.b.1),¹⁹ for which the ILO is the custodian agency. The Office will continue to invest in collecting data for the SDG indicators.²⁰
23. Research will be disseminated through relevant publications, tools, guidelines and other knowledge products and knowledge platforms, including the knowledge facility of the

and decent work”; and outcome 5 “Skills and lifelong learning to facilitate access to and transitions in the labour market”.

¹⁹ These indicators are from the [Global indicator framework for the SDGs and targets of the 2030 Agenda](#), and detailed as: 8.5.1 “Average hourly earnings of employees, by sex, age, occupation and persons with disabilities”; 8.5.2 “Unemployment rate, by sex, age and persons with disabilities”; 8.6.1 “Proportion of youth (aged 15–24 years) not in education, employment or training”; 8.b.1 “Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy”.

²⁰ See ILO, *Time to Act for SDG 8: Integrating Decent Work, Sustained Growth and Environmental Integrity*, 2019.

Global Initiative on Decent Jobs for Youth, set up to support constituents in the design and implementation of better and more cost-effective gender-responsive youth employment policies and strategies, with a focus on aspects relating to both job quantity and job quality.

Technical assistance and capacity-building

24. The Office will continue to strengthen its work on technical assistance and capacity-building, as outlined in the proposed elements of the follow-up plan of action set out in the appendix, under Cluster B. The work will focus broadly on:
- (a) promoting gender-responsive national employment policies, including for young people (indicator 8.b.1 of the 2030 Agenda) for an inclusive and job-rich recovery from the COVID-19 crisis;
 - (b) focusing on investment and other demand-side policies (macroeconomic and sectoral), entrepreneurship promotion, skills and active labour market policies to support a more resilient framework for job creation and social protection for young people;
 - (c) supporting assessments of and policy responses to the impact of the future of work trends on youth employment, which have been further amplified by the COVID-19 crisis, including in the areas of occupational safety and health, technology, climate change and the care economy;
 - (d) promoting an enabling policy environment for youth entrepreneurship with an emphasis to improve young people's access to finance, markets and business development services;
 - (e) providing appropriate skills, including, digital skills and soft skills and quality apprenticeship as a viable path to decent work for young people;
 - (f) promoting non-discrimination and gender equality, the application of international labour standards and rights at work, and a just transition to environmental sustainability to support young people in finding decent work, including in new sectors that offer opportunities during the recovery from the COVID-19 crisis;
 - (g) providing continued support for social dialogue and collective bargaining initiatives that involve young people in employment policy processes, by also working to enhance the capacities of governments and the social partners to contribute to such initiatives and processes;
 - (h) strengthening the capacities of tripartite constituents and other national entities, as relevant, on youth employment promotion, including in the context of future of work drivers and the COVID 19 crisis, through in-person training, online learning and other modalities;
 - (i) undertaking ex-post and ex-ante assessments of youth employment interventions to enhance knowledge on the effectiveness of policies in different country situations, especially in light of the impact of the COVID-19 crisis.

Partnerships and advocacy

25. The follow-up plan of action will strengthen the ILO's positioning as leader on youth employment issues in the multilateral system and beyond, through strategic cooperation and institutional arrangements with key youth employment actors. The ILO will build partnerships on youth employment to scale up action and impact, foster a

meaningful involvement of young people (in follow-up to the Global Youth Employment Forum and the UN Youth Strategy), and connect to high-impact global and regional processes and forums such as the 2030 Agenda, the UN General Assembly, the Economic and Social Council, the G20, BRICS, the G7, and the Group of Five for the Sahel. The Office will also continue to reaffirm the ILO's global leadership on the youth-specific targets of the 2030 Agenda (notably target 8.6). A non-exhaustive list of partnerships and advocacy actions is outlined in the proposed elements of the follow-up plan of action set out in the appendix, under Cluster C.

26. The ILO hosts and plays a leading role in the operationalization of the Global Initiative on Decent Jobs for Youth, which was developed in 2015 by 21 UN entities and subsequently endorsed by the UN Chief Executives Board for Coordination as the comprehensive UN system-wide effort for the promotion of youth employment worldwide. The Office supports other youth development partnerships, including the United Nations Inter-Agency Network on Youth Development, the Generation Unlimited partnership of the United Nations Children's Fund, the World Bank's Solutions for Youth Employment coalition, the Youth Employment Funders Group and other theme-based partnerships, such as those to advance decent jobs for young people in the digital and rural economies, with the International Telecommunication Union and the Food and Agriculture Organization of the United Nations, respectively.
27. At the country level, the Office will advocate for action-oriented partnerships that facilitate the implementation of this follow-up plan of action through the ILO's development cooperation portfolio (including UN joint programmes linked to the United Nations Sustainable Development Cooperation Framework and joint programmes including in the humanitarian-development-peace nexus).
28. Communication and development cooperation will have a cross-cutting role in supporting this follow-up plan of action. The ILO Department of Communication and Public Information will continue to provide communication support and advice to ensure that key audiences are aware of and engage with ILO youth employment-related knowledge, research, events and initiatives. The Field Operations and Partnerships Portfolio will support resource mobilization and partnership-building for the implementation and scaling up of the follow-up plan of action, including access to resources committed to recovery from the COVID-19 crisis.
29. With a growing demand for more and better apprenticeship programmes by governments, workers' and employers' organizations and international organizations, the ILO has an important role to play in providing technical advice and boosting the evidence base about what works to formalize, scale up and sustain apprenticeships. The collaboration with the United Nations Educational, Scientific and Cultural Organization under the Global Initiative on Decent Jobs for Youth as well as the partnership with the Global Apprenticeships Network are important efforts to strengthen advocacy and action around this issue.

▶ IV. Implementation arrangements and resource mobilization

30. The Office will implement the follow-up plan of action through the arrangements described below.

- (a) Youth employment will be under the technical leadership of the Employment Policy Department (EMPLOYMENT), in the Employment, Labour Markets and Youth Branch (EMPLAB), which will be responsible for the coordination of Office-wide work on youth employment.
 - (b) An interdepartmental youth employment action group, including the departments referred to in the appendix and regional focal points, will be set up to strengthen Office coordination, implementation and reporting on youth employment. The youth employment action group will be convened by EMPLAB.
- 31.** The follow-up plan of action will have indicators for measuring progress, which will be monitored by the interdepartmental youth employment action group, reporting to the Governing Body biennially. Evaluations of initiatives under the follow-up plan of action will be conducted strategically, with clustered evaluations being the preferred modality. The 2020–22 evaluations will inform the overall performance assessment and high-level evaluation of the ILO’s response to the COVID-19 crisis that will be carried out by the ILO Evaluation Office in 2022. In addition, independent midterm and final evaluations of the follow-up plan of action will be overseen by the ILO Evaluation Office.
- 32.** The Office will increase efforts to identify and redeploy the human and financial resources required for the implementation of the updated follow-up plan of action, within available resources, through outcome-based planning and programming.
- 33.** The mobilization of extrabudgetary resources and the creation of solid partnerships are needed in order for the Office to meet the increased requests for assistance and for the capacity-building of ILO constituents in all the regions and to fully implement this updated follow-up plan of action. The Office will produce a development cooperation strategy in support of the implementation of the follow-up plan of action in the framework of the ILO’s broader COVID-19 recovery plans and policy. One of the cornerstones of the development cooperation strategy will be the connection to the Joint SDG Fund and to COVID-19 recovery funds, such as the UN COVID-19 Response and Recovery Fund. Other elements of the strategy will include the continuous development of bilateral and public-private partnerships at the country and global levels.

▶ Draft decision

- 34. Subject to the guidance provided in its discussion of the renewal of the follow-up plan of action on youth employment, the Governing Body requested the Director-General to take full account of the suggested strategy and operational elements set out in document GB.340/POL/2 when allocating resources for the Office’s work on youth employment as may be available during the current biennium and in future biennia, and to facilitate the mobilization of extrabudgetary resources for the implementation of the follow-up plan of action on youth employment for 2020–30.**

► Appendix

Proposed elements of the follow-up plan of action on youth employment 2020–30

Cluster A: Knowledge development and dissemination		Cluster B: Technical assistance and capacity-building		
Action on	Collaborating entities	Action on	Collaborating entities	
Transversal action for a human-centred approach	1. Youth labour market data collection, compilation and dissemination.	YE action group ¹ (EMPLAB, STATISTICS, DEVINVEST, RESEARCH, SKILLS, ENTERPRISES, LABADMIN/OSH, SOCPRO, GED/ILOAIDS, INWORK), ROs, DWTs	1. Data and trends integrated into technical assistance:	YE action group (EMPLAB, SKILLS, STATISTICS, ITC-ILO, NORMES), ROs, COs, DWTs
	(a) Production and dissemination of the Global Youth Employment Trends reports (biennial).		(a) Tools developed and advisory and capacity-building services delivered to constituents and other stakeholders.	
	(b) Methodology, data and analyses on transitions from school-to-work and over the life course, including deep dives across different socio-economic and development contexts and social protection, disaggregated by gender and by other characteristics.		(b) Data, trends and evidence to inform existing and new development cooperation portfolio on youth employment.	
	(c) Analysis of global, regional and national youth employment trends, in relation to climate change and other environmental drivers, occupational safety and health, demographic shifts, migration, technological change, informality, diverse employment arrangements including the emergence of new forms of employment and other issues that affect the future of work for young people. The analyses will pay due regard to job quantity and job quality in a COVID-19 and post COVID-19 environment and include wages, rights at work, social protection, skills development, big data and skills anticipation, gender equality, disability and inclusion, non-discrimination and equal treatment, rural young people, mental health, violence and harassment and other youth vulnerabilities.		(c) Regular updates of the Decent Jobs for Youth knowledge facility to inform evidence-based decision-making on youth employment.	
			(d) Support to observatories and national statistical agencies on youth employment-related data.	
			(e) Development and use of new data sources and surveys, new youth modules in existing surveys and analytical approaches.	
			2. Technical assistance:	YE action group, (EMPLAB, DEVINVEST, SKILLS), ROs, COs, DWTs
		(a) Technical assistance to monitor and evaluate youth employment interventions.		
		(b) Tripartite and multi-stakeholder (in-person and online) consultations and discussions about what has worked and what has not worked.		
			(c) Advisory services to constituents on the integration of youth employment in national employment policies.	

Cluster A: Knowledge development and dissemination		Cluster B: Technical assistance and capacity-building	
Action on	Collaborating entities	Action on	Collaborating entities
<ul style="list-style-type: none"> (d) Knowledge on young people not in employment, education or training (NEETs), especially women. (e) Surveys and analyses of the impact of the COVID-19 crisis on young people and policy responses. (f) Dissemination through a dedicated portal and other means. <p>2. Impact assessment:</p> <ul style="list-style-type: none"> (a) ILO impact assessment methods for youth employment policies and interventions. (b) Evidence about what works, how and for whom, on youth labour market interventions, including on issues that affect the future of work for young people. (c) Synthesis reviews and analyses of good practices to boost decent jobs for young people tailored to multiple youth employment stakeholders. (d) Building evidence on the contribution of youth employment to peacebuilding and social cohesion in fragile settings, particularly in the context of COVID-19. 	<p>YE action group (EMPLAB, DEVINVEST, SKILLS, RESEARCH, EVAL)</p>	<p>3. Capacity-building activities at the international, regional and country levels, including through online learning and collaboration platform components (tripartite academies, courses on specific emerging policy issues with a focus on COVID-19 recovery, reconstruction and resilience (including young NEETs), research and evidence-based policy advice for constituents, etc.).</p>	<p>YE action group (EMPLAB, RESEARCH, DEVINVEST, NORMES, SOCPRO, ACTRAV, ACT/EMP, ITC-ILO)</p>

Strengthening the capacities of all people

<ul style="list-style-type: none"> 1. Development and upgrading of intervention models that support lifelong transitions for the future of work and meaningful youth engagement. 2. Tools and guidelines for lifelong learning approaches adapted to young people. 3. Research on policy issues relevant to the future of work for young people in connection to their capabilities: <ul style="list-style-type: none"> (a) Migration and portability of rights and skills. (b) Lifelong learning. 	<p>YE action group (EMPLAB, NORMES, SKILLS, INWORK, SOCPRO, GED/ILOAIDS, RESEARCH, MIGRANT, SECTOR, DEVINVEST, Green Jobs)</p>	<ul style="list-style-type: none"> 1. Technical assistance in the formulation, upgrading and review of national youth employment policies that support inclusive labour markets and lifelong transitions to the future of work, including: <ul style="list-style-type: none"> (a) Youth employability; skills for young people; core skills; work-based learning (quality apprenticeships and internships and recognition of prior learning). (b) Rights at work for young people (including wages, working time, occupational safety and health, prevention of violence and 	<p>YE action group (EMPLAB, SKILLS, SOCPRO, GED/ILOAIDS, INWORK, MIGRANT, LABADMIN/OSH), ROs, COs, DWTs</p>
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Cluster A: Knowledge development and dissemination		Cluster B: Technical assistance and capacity-building	
Action on	Collaborating entities	Action on	Collaborating entities
<ul style="list-style-type: none"> (c) Employment services for young people to improve access to better quality jobs. (d) Skills (including digital skills) and labour protections for workers engaged in online work. (e) Telework and connectivity. (f) Social protection for young people. (g) Occupational safety and health and well-being including the impact of new technologies at work on mental health and the impact of the COVID-19 crisis. (h) Values and aspirations of young people towards work in a COVID-19 and post COVID-19 environment. 		<ul style="list-style-type: none"> harassment in the world of work, gender equality and non-discrimination, the right to disconnect). (c) Access to social security for all young people. (d) Modernization of employment services, for example building the capacity of young people for the job search, improved job-matching platforms, improved targeting and outreach mechanisms (to serve disadvantaged ² and hard-to-reach youth populations). (e) Lifelong learning for a lifelong active society. (f) Social cohesion and peaceful coexistence in fragile contexts through technical and vocational education and training. 	

Strengthening the institutions of work

<ol style="list-style-type: none"> 1. Research and tools to improve social dialogue outcomes for young people, including cross-border social dialogue. 2. Tools to support a successful involvement of young people in social dialogue and collective bargaining post COVID-19. 3. Assessment method to enhance the inclusiveness and effectiveness of national social dialogue institutions, including with respect to young people and their labour market concerns. 4. Tracking and analyses of trends in the protection of rights at work for young people, including non-discrimination based on age and the intersection of characteristics (such as gender, race, ethnicity, sexual orientation and gender identity, disability and migrant status), and OSH-related concerns. 5. Good practices on compliance with relevant international labour standards and the exercise of rights at work among young people. 	<p>YE action group (EMPLAB, DEVINVEST, DIALOGUE, ENTERPRISES, SECTOR, NORMES, SOCPRO, INWORK, ACTRAV, ACT/EMP), ROs, COs, DWTs</p>	<ol style="list-style-type: none"> 1. Technical assistance to support monitoring and reporting on rights at work for young people. 2. Training module, including e-learning, and activities delivered to constituents and other stakeholders working on youth employment challenges and opportunities post COVID-19. 3. Technical assistance to ensure adequate labour and social protection for young people. 4. Technical assistance to support social dialogue and collective bargaining initiatives and processes shaping youth employment policies. 5. Capacity-building of the social partners on youth employment, including inclusive in-person and online consultations and discussions on youth employment policies post COVID-19. 6. Capacity-building of public and private employment services and labour market information systems to promote youth employment, including with the participation of the private sector. 	<p>YE action group (EMPLAB, NORMES, INWORK, ENTERPRISES, DIALOGUE, LABADMIN/OSH, ACTRAV, ACT/EMP, SOCPRO, ITC-ILO), ROs, COs, DWTs</p>
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Cluster A: Knowledge development and dissemination		Cluster B: Technical assistance and capacity-building	
Action on	Collaborating entities	Action on	Collaborating entities
<ul style="list-style-type: none"> 6. Knowledge on youth voice and representation in workers' and employer's organizations (including in conflict and disaster settings for an effective social dialogue as a mean to promote peace and resilience). 7. Developments in public and private employment services at the global and regional levels to tackle the disadvantages of young people in the labour market and promote employment. 			
<p>Promoting sustainable economic growth, full and productive employment and decent work</p> <ul style="list-style-type: none"> 1. Research on the impact of macroeconomic policies on job creation for young people, in a COVID-19 and post COVID-19 environment. 2. Evidence on the impact of structural transformation on youth employment with a focus on changes in productivity and job quality. 3. Evidence on changes in job quality: informality, underemployment, incomes and the integration of young women in the labour market. 4. Research and tools for the development of labour market and skills development policies to smooth youth transitions to decent work, including for NEETs and disadvantaged youth groups.² 5. Knowledge on sectors with important youth employment potential, such as health, and on the contribution to youth employment of the rural, digital, circular, creative and care economies. 6. Surveys, compilation, analyses and reporting of national youth employment policies and strategies (2030 Agenda indicator 8.b.1) in a COVID-19 and post COVID-19 environment. 7. Research on policy issues relevant to the future of work for young people in connection with productive employment and decent work. 	<p>YE action group (EMPLAB, SKILLS, STATISTICS, DEVINVEST, RESEARCH, ENTERPRISES, Green Jobs, SECTOR, SOCPRO, ACT/EMP, ACTRAV, NORMES, INWORK, MIGRANT)</p>	<ul style="list-style-type: none"> 1. Technical assistance to support the operationalization of national youth employment policies and strategies, including: <ul style="list-style-type: none"> (a) First job programmes. (b) Promoting youth employability using work-based learning (quality apprenticeships and internships) and the development of core skills. (c) Youth entrepreneurship, self-employment and social enterprise and cooperatives development. (d) Enabling entrepreneurship and sustainable enterprises for the creation of decent youth employment. (e) Transition of young people to formality. (f) Youth employment promotion for peace and resilience building in fragile settings and in crisis situations (including pandemics). (g) Sectors with important youth employment potential such as health, and the contribution to youth employment of the rural digital, circular, creative and care economies. (h) Public employment programmes for young people (including for climate change adaptation and disaster responses). (i) Access to social protection. 	<p>YE action group (EMPLAB, ACT/EMP, DEVINVEST, SKILLS, INWORK, ENTERPRISES, Green Jobs, GOVERNANCE, SOCPRO, SECTOR, NORMES), ROs, COs, DWTs</p>

Cluster A: Knowledge development and dissemination		Cluster B: Technical assistance and capacity-building	
Action on	Collaborating entities	Action on	Collaborating entities
<ul style="list-style-type: none"> 8. Knowledge on the digitalization of work and new forms of employment in the platform economy (data protection and privacy, the right to “disconnect”, impact on freedom of association and collective bargaining, etc.) 9. Knowledge on changing patterns of production and consumption. 10. Knowledge on an enabling environment for entrepreneurship and sustainable enterprises for the creation of decent youth employment. 11. Knowledge on the labour market integration of young migrants and refugees for an inclusive society. 12. Knowledge on the socio-economic reintegration of young people and the contribution of youth employment to peace, social cohesion and resilience in disaster and post-conflict situations. 		<ul style="list-style-type: none"> 2. Capacity-building on policies and interventions to boost youth employment through structural transformation (including in conflict-sensitive settings). 	

¹ The ILO's youth employment (YE) action group will include ILO departments and offices working on youth employment.

² Including persons with a disability, young indigenous persons or young persons living with HIV/AIDS.

Cluster C: Partnerships and advocacy	
Action on	Collaborating entities
1. Gender equality and a rights-based approach to youth employment investments is strengthened and mainstreamed across existing and new youth employment-related partnerships and means of advocacy (campaigns, events).	Office-wide – YE action group
2. The ILO’s convening role in enhancing social dialogue for youth employment is strengthened to promote regional and thematic partnerships that delve into issues related to the future of work for young people, based on evidence, trends and new data produced by the Office.	Office-wide – YE action group (EMPLAB, GED/ILOAIDS, SECTOR)
3. The Global Initiative on Decent Jobs for Youth and its knowledge facility are leveraged to maximize the attention of multiple stakeholders on the youth employment challenge and support knowledge development and dissemination, including on what has worked, to improve labour market outcomes of young people in the current situation and beyond, together with focused global, regional and local action to promote decent jobs for young people.	Office-wide – YE action group (EMPLAB)
4. The ILO’s custodian role in respect of the youth employment-related indicators of the 2030 Agenda – indicators 8.5.1, 8.5.2, 8.6.1 and 8.b.1 – data from these indicators are leveraged to advance knowledge, advocacy and awareness to mobilize political will and targeted policymaking around decent jobs for young people in key global, regional and national processes and forums.	YE action group (EMPLAB, STATISTICS)
5. Regular communication with youth-related partnerships, in the framework of the ILO’s policy recommendations for COVID-19 recovery, at the global, regional and national levels to solidify the ILO’s leading role on youth employment and secure value addition.	YE action group (EMPLAB, MULTILATERALS, ROs, COs, DWTs)
6. Regular youth employment conferences organized or supported by the Office promote opportunities to disseminate ILO knowledge products, the Decent Jobs for Youth knowledge facility, peer review actions with regard to youth employment policies and programmes for COVID-19 recovery, reconstruction and resilience, share tripartite constituents’ strategies on what works for youth employment, and facilitate the identification of new collaboration opportunities and resource mobilization.	Office-wide – YE action group (EMPLAB, ITC-ILO)
7. Promotion and communication of youth representation, rights and voices. Organization of a tripartite global youth forum in 2025 to evaluate (midway) the status of attainment of the youth employment-related targets of the 2030 Agenda and the progress made post COVID-19. Support the development of regional and national tripartite youth discussions.	YE action group (EMPLAB, NORMES, ACTRAV, ACT/EMP, ITC-ILO)
8. Support to social dialogue for decent work and productive employment for and with young people.	YE action group (DIALOGUE, EMPLAB, IOE, ITUC)

Cluster C: Partnerships and advocacy

Action on	Collaborating entities
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9. Resource mobilization is intensified leveraging the engagement platform of the Global Initiative on Decent Jobs for Youth and other existing partnerships for a larger and diverse ILO portfolio on youth employment.

YE action group

DCOMM will continue to provide **communication support** and advice to ensure that key audiences are aware of and engage with ILO youth employment-related knowledge, research, events and initiatives agreed under the follow-up plan of action.

Development cooperation: PARDEV will support resource mobilization and partnership creation for the implementation and scaling up of the follow-up plan of action.