



EVALUATION REPORT

Evaluating the partnership between the Ministry of Foreign Affairs and One Young World



Ministry of Foreign Affairs of the
Netherlands

&



Results produced by Latoya Balogun

*Written for the Ministry of Foreign Affairs. Open for review by One Young World, One
Young World Ambassadors and Enterprise for Peace Scholars*

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Disclaimer

This document is written by Latoya Balogun. For more information, please e-mail latoya.balogun@minbuza.nl.

This document is written in commission of the Department of Sustainable Economic Development, the Ministry of Foreign Affairs and issued for the specific purpose of evaluating the partnership between the Dutch MFA and OYW. The evaluation is written by MSc research student Latoya Balogun who is independently involved in the collaboration between these two parties, and specifically recruited as an intern to carry out this evaluation. In accordance with the consent given by the participants in this research study, the results presented within the analysis section are handled with strict confidentiality and may only be shared with the Dutch MFA, Orange Corners, OYW – including its ambassadors and delegates - and the EfP cohorts.

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One Young World's mission is to **create a better world**, with more responsible and more effective leadership.

Every year, One Young World achieves this by **identifying, promoting** and **connecting** the world's most **impactful** young leaders.

Executive Summary

The purpose of this evaluation report is to evaluate the Enterprise for Peace Scholarship granted by the Dutch MFA, and its aim to select and include young leaders creating stable and peaceful communities by fostering youth employment and opportunities. BHOS-policy as developed by Minister Sigrid Kaag for International Trade and Development Cooperation, focuses on improving education and increasing employment opportunities for youth in the priority regions. This report investigates whether the partnership still fits within BHOS-policy frameworks and whether it sufficiently aligns with the focus on youth employment, and the Youth At Strategy. The Youth At Heart strategy captures that the Dutch MFA wishes to integrate inclusive and diverse youth participation within their policy and decision-making to amplify youth voices, and to realize a better future for future generations.

The Dutch MFA integrates Meaningful Youth Participation (MYP) at Ministry level via the support of youth-led initiatives focusing strongly on youth participation. Their partnership with One Young World reflects this form of participation, and allows for effective partnering with youth originating from the MENA, Sahel and the Horn of Africa on all extents of decision-making. Supporting young people to both take part and take stage in relevant international events (such as during the One Young World Summit) as well as organizing interactive exchange sessions between young people and policymakers (such as during the pre-summit program) are two positive examples of meaningful youth participation in policymaking and policy execution. The objectives of granting youths originating from the focus regions an EfP scholarship are the following according to the Dutch MFA and Orange Corners:

- Being an EfP scholar empowers young leaders to create sustainable job opportunities in selected region.
- Being an EfP leverages the potential of young people as widely as possible for job creation and highlight their potential as a solution to fostering prosperous and peaceful societies.
- Being a EfP scholar raises awareness of youth unemployment opportunities and sharing best practice.

The report advises the DDE Management Team on how to proceed with One Young World. 2018 was a pilot year, followed by a provisional commitment planned for the next 3 years (2019-2021). This report is written during year 2 of those three years, and determines whether the Dutch MFA continues with the partnership following these three years. Three scenarios are explored:

1. Continue the partnership with One Young World.
 - a. Continue the partnership with One Young World, and host the pre-program in The Hague.
 - b. Continue the partnership with One Young World, and find alternatives for the organization of the pre-program in The Hague.
2. End the partnership with One Young World and instead host its own event.

In order to develop an answer to the research question “Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?”, the methodology consists of three elements. First a survey was distributed among the third cohort to measure their expectations for this year’s summit in Munich and for the pre-summit program in The Hague. Second, nine interviews have been conducted among the Dutch MFA, Orange Corners and One Young World to capture how they reflect on the partnership. Also, four focus groups have been hosted for the purpose of this evaluation. The focus groups invited former EfP scholars from both the first (2018) and second (2019) cohort, to reflect on the pre-summit program, the main OYW conference and the follow-up as a OYW Ambassador.

In order to come to a recommendation, it is important to realize that the COVID-19 pandemic creates uncertainties for future organization of the Summits. It is expected that the overall experiences of the third cohort EfP scholars will differ from the experiences from the first two cohorts as OYW plans to host a hybrid conference in 2021. Most recently, One Young World stated that they have decided to postpone the originally planned 2020 Munich Summit to July 2021, hoping that the COVID-19 situation betters over time. OYW envisions a more flexible situation with less strict regulations around the summer in 2021; imagining that people will be vaccinated in the beginning of 2021 and that borders will re-open. Hence, OYW hopes that by postponing the Summit by three months, scholars will have more flexibility to attend the conference either physically or virtually. Moreover, OYW expresses serious commitment to the Summit in July and state that it is unlikely that it will be delayed once again. The Summit will be a mixture of formats, including plans to continue with the host of a physical conference in Munich, next to the organization of regional hubs in –among others- Deli, Mexico, Sao Paulo, New York City, Nairobi and Johannesburg. The hubs in Nairobi and Johannesburg are of most interest to the Dutch MFA, and it is expected that for most EfP delegates Nairobi would be most easy to travel to. The idea is that the delegates can travel to these hubs - which allow for local gathering and team building – if they cannot travel to Munich. Yet, if the delegates cannot attend the conference in Munich nor the regional hubs, OYW aims to virtually get the delegates on board. If delegates have not got strong enough internet connections to attend such a virtual conference, OYW will ensure that the EfP scholars will get a spot in the Tokyo Summit 2022. Further updates on this format will follow in April 2021.

The Dutch MFA and Orange Corners are given the task to review in what form they want to continue with the organization of the pre-summit programme. If the delegates will split up, meaning that a few travel to Munich while the others travel to the regional hub in Africa, this requires the Dutch MFA to explore the format, time frame and location of the pre-summit program. In illustration, it can be partially hosted in The Hague, and partially virtual to ensure that delegates who cannot travel to Europe can still attend. The pre-summit program can also be hosted in collaboration with local embassies, while it might also be an idea to host an completely virtual pre-program.

In short, the report suggests that strategy 1b “Continue the partnership with One Young World, and find alternatives for the organization of the pre-program in The Hague” is considered most optimal with regard to the future.



This implies inclusion of the 2-day pre-summit program and the 4-day OYW main conference. Instead of hosting future pre-summit programs in The Hague, greater flexibility is needed to adopt

to a situation in which the Summit is hosted outside of Europe – which is the case for Tokyo 2022 for example -. The current COVID-19 crisis makes it difficult to foresee what is coming. Hence a virtual or a physical pre-summit on location in collaboration with local embassies could be realistic alternatives. Since delegates prefer the physical experience over a virtual one, the Dutch MFA should closely follow the COVID-19 developments and updates from OYW's side which may help them explore the physical possibilities during the course of the year.

Additional recommendations include greater investment by the Dutch MFA (and preferably OYW) in a follow-up and their post-ambassadorship. This could be in the form of a repetitive meet-up with delegates, to exchange how the experience has impacted themselves and their enterprises, but also to assure the delegates what their further role as a OYW Ambassador entails. The embassy should also be given a greater role in the follow-up, and should be more involved in the process to ensure their commitment to guide these youth after return to their local communities. Second, the youth have stated that they wonder whether more opportunities exist to co-operate with the Dutch MFA as they feel that they can be of value to them as they carry the network with youth in their country. The scholars initiated to regularly update the Dutch MFA and Orange Corners on their success stories, to ensure that the ambassadorship becomes a sustainable practice and for the idea of giving something in return for the scholarship. It is suggested that the Dutch MFA considers how to integrate these mutual efforts in the follow-up. Third, the delegates have asked the Dutch MFA and Orange Corners to give hearing to the (mostly financial) challenges they face which limit them from further developing their ideas, projects and/or enterprises. The Dutch MFA could investigate whether it is possible to free more resources to provide these youth with the resources they need.

After Tokyo 2022, a similar partnership is recommended for another three years, because this saves management costs compared to drawing up an annual contract. After year two it is advised to conduct another evaluation to decide upon continuation. If OYW takes place outside of Europe, it is advised to organize a pre-summit program together with the efforts of Dutch embassies in these countries. Total costs for a partnership of three years including three pre-programs is EUR 990,000. Yet, the costs for a three-year partnership without the three pre-summit programs totals EUR 900,000.

The pre-program financials (EUR 30,000) have not yet been budgeted for Tokyo as MT will decide upon this matter following this evaluation. If MT agrees with continuation, it is advised to continue with Tokyo including a pre-summit program which is preferably hosted together with the Dutch embassy in Tokyo, plus renewal of a partnership with OYW for another three years (2023-2025) including three pre-programs. Total costs will then be:

- Tokyo 2022 pre-program: EUR 30,000
- OYW + pre-program 2023: EUR 330,000
- OYW + pre-program 2024: EUR 330,000 -> In 2024 another evaluation should be conducted to advise MT whether the partnership should be continued after 2025.
- OYW + pre-program 2025: EUR 330,000

➔ Total costs: EUR 1,020,000.

Concluding, the EfP scholarship forms a mutual connection between two parties who are both driven to raise awareness for youth employment, inequality, marginalization and disaffection (One Young World, 2020d), while it also empowers young leaders to create sustainable job opportunities in selected regions. It is hoped for that the partnership is able to touch more youth in the future who are motivated to contribute to the creation of sustainable and peaceful societies.



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Abbreviations

BHOS = Foreign Trade and Development Cooperation (Buitenlandse Handel en Ontwikkelingssamenwerking)

CFYE = Challenge Fund for Youth Employment

DDE = Department of Sustainable Economic Development (Directie Duurzame Economische Ontwikkeling)

EfP = Enterprise for Peace

ILO = International Labour Organization

MENA = Middle East and North Africa

MFA = Ministry of Foreign Affairs

MYP = Meaningful Youth Participation

OYW = One Young World

VYF = Virtual Youth Forum

YaH = Youth At Heart



CHAPTER ONE

INTRODUCTION



INTRODUCTION

This document is written in commission of the Department of Sustainable Economic Development, the Ministry of Foreign Affairs of the Kingdom of The Netherlands and issued for the specific purpose of evaluating the partnership between the Dutch MFA and OYW.

This report has been developed in collaboration with perspectives shared by One Young World Ambassadors including former delegates, the One Young World Management and Communication's team, delegates selected for participation in the 2021 Munich Summit, policy officers active within cluster Youth Employment at the Department of Sustainable Economic Development and Orange Corners. It advises the DDE Management Team whether they should continue its partnership with One Young World, and if so, in what form.

Chapter one introduces the purpose of this evaluation report, and sketches in what way the partnership with One Young World fits within current BHOS-policy frameworks. It also describes how this collaboration is a form of Meaningful Youth Participation.

1.1 Purpose

This year the One Young World (in the text referred to as OYW) Summit will take place in Munich in July 2021, which marks the third year in a row for which the Dutch Ministry of Foreign Affairs (MFA) has collaborated with OYW. Even though this is the eleventh year - as the Munich Summit is postponed from October 2020 to July 2021 because of COVID-19 - that OYW is organizing a Summit, the Dutch MFA has only been involved in three of these editions. Its first involvement is characterized by the 2018 Summit in The Hague. This first cohort is often referred to as the pilot year as the conference took place in the Dutch capital of policy-making; The Hague (Erik Parigger, personal communication, 24 September 2020). In addition, it was logical for the Dutch MFA to partner with OYW because of its youth-led and international character and its fit with the BHOS-strategy developed by Sigrid Kaag (Laila Bouallouch, personal communication, 7 October 2020). In 2019, a new group of Enterprise for Peace Scholars was invited to the Summit in London, and attended the pre-summit programme organized by the Dutch MFA in The Hague prior to the Summit. The third cohort was planned for Munich, yet because of COVID-19 the Summit has been delayed to July 2021.

In short, 2018 was a pilot year and a stand-alone project, followed by a provisional commitment planned for the next 3 years (2019-2021). This report is written during year 2 of those three years, and determines, among other things, whether we continue with the partnership following these three years (Erik Parigger, personal communication, 24 September 2020). Additionally, the Dutch MFA is legally committed to this partnership for these three cohorts, yet the exact involvement of the Dutch MFA in future series of OYW will be re-considered with help of the recommendations provided in this report. Thus, the purpose of this evaluation report is to evaluate the Enterprise for Peace Scholarship granted by the Dutch MFA, and its aim to select and include young leaders creating stable and peaceful communities by fostering youth employment and opportunities. The EfP scholarship offered by the Dutch MFA enables young leaders in different fields and geographies to attend the One Young World Summit and join the Ambassador Community (One Young World, 2019a). One Young World's mission is to inspire young entrepreneurs and change-makers to drive social impact. Moreover, it aims to accelerate the social change of Ambassadors in their pursuit of the UN's Sustainable Development Goals (One Young World, 2019a). By bringing together a diverse selection of speakers and attendees of different backgrounds at every Summit, One Young World advocates for inclusivity, giving a platform to

inspiring speakers from minority groups and marginalised communities to share their stories with the world (One Young World, 2019a).

The next chapters are devoted to reviewing whether the partnership currently still aligns with the Youth At Heart strategy and the BHOS-agenda. In addition, data collected via surveys, interviews and focus groups with parties directly involved in earlier cohorts are carefully analysed with the purpose to draw conclusions about future forms of partnership with OYW. Concluding, this evaluation report will enable the DDE management team to decide whether they continue with the future partnership with a planned Summit in Tokyo in May 2022 or not. And if so, in what form.

Several scenario's exist:

1. The Dutch MFA continues with the partnership with OYW.
2. The Dutch MFA only continues with the partnership with OYW if additional requirements can be met.
3. The Dutch MFA does not continue with the partnership with OYW and organizes its own event.

1.2 Policy Objectives: BHOS-policy and *Youth At Heart*

Every year twelve million youth in the MENA, Sahel and the Horn of Africa enter the labour market, while only three million formal jobs are created (Ministerie van Buitenlandse Zaken, 2020c). This results in nine million capable and motivated youth not being able to find a job, or not being able to find a job which meets their skill set. Another troublesome problem is that youth living in the Middle East and Africa often experience a strong mismatch when entering the job market, as the academic curriculum oftentimes does not match the skill set needed to perform well in the job (Ministerie van Buitenlandse Zaken, 2020c). Thus, it is worrying that the quality of education is sometimes lacking so far behind, that some young people might experience difficulties when searching for a job.

Next, in the focus regions 75% of the people is under 35 years old and therefore classified as youth. It is worrying to imagine that in the Sahel and West-Africa, 15% of the youth are officially unemployed, while in the MENA region the number rises to 25%. Moreover, in the Horn of Africa 65 million employed youth still live under the poverty line (Ministerie van Buitenlandse Zaken, 2020c).

Thus, as underemployment and the lack of employment opportunities for young people form one of the biggest socio-economic challenge our current generation faces, the Dutch MFA strongly stimulates youth employment and entrepreneurship initiatives in the Middle East and Africa. Youth participation has always been an important area of focus within BHOS policy (Ministerie van Buitenlandse Zaken, 2018a). Yet to specifically tackle the mismatch existing between education and the formal job market as it harms the future of youth, the Ministry has developed the *Youth At Heart* strategy in February 2020 (Ministerie van Buitenlandse Zaken, 2020c) which actively supports youth entrepreneurship to compensate for the shortage of formal jobs. The strategy is part of the BHOS policy developed by Minister Sigrid Kaag for International Trade and Development Cooperation, and it focuses on improving education and increasing employment opportunities for youth in the priority regions. The stimulation of youth entrepreneurship is important because it is a good way for many people to generate their own incomes, while at the same time, it stimulates decent work and economic growth. However, the *Youth At Heart* strategy also strongly suggests that the voice of youth is very powerful, and deserves to be heard (Ministerie van Buitenlandse Zaken, 2020c). Thus, the Dutch MFA wishes to integrate inclusive

and diverse youth participation within their policy and decision-making to amplify youth voices, and to realize a better future for future generations.

1.3 The Integration of Youth Participation

Meaningful youth participation (MYP) implies that young people get the opportunity to be involved in the process of decision-making on policies, strategies and programs that affect them. It also captures the essence that the Dutch MFA can collaborate with youth as leaders, partners and beneficiaries to integrate their views, concerns and suggestions in matters that are high on the agenda (Ministerie van Buitenlandse Zaken, n.d.). Thus, MYP creates a platform for young people to speak up and be heard. Their participation also helps with the formulation of more accountable and effective programs while it reduces the generational gaps as people of different ages and cultural backgrounds are stimulated to work together (Ministerie van Buitenlandse Zaken, n.d). Yet, their involvement and the type of participation can be different for each context and within every step of the process.

The Dutch Ministry of Foreign Affairs is currently developing a Youth Participation Toolkit which may be consulted at Ministry, Embassy and Development Agency level (Rijksdienst voor Ondernemend Nederland, 2020). The Ministry has also developed a Inclusion Toolkit which is helpful to approach youth participation in a diverse and inclusive way. In relation to this evaluation report, the Dutch MFA integrates MYP at Ministry level via the support of youth-led initiatives (i.e. reflected in their partnership with OYW) focusing strongly on youth participation.

The *Ladder of Participation* (see figure 1 below) captures five different types of participation. Informing is the weakest form of participation, which is followed by *consulting*, *involving*, *collaborating* and topped by *empowering* which is the highest level of participation (Rijksdienst voor Ondernemend Nederland, 2020). The type of participation which is most feasible for the wanted outcome depends on each specific context. Yet, the goal at the *consult* stage is to obtain and consider public output, and to provide feedback on how their input influences the policy or program. Next, the goal of *involve* stage is to work directly with the public and integrate their input in your decision-making. The *collaborating* stage allows for effective partnering with youth on all extents of the decision. Moreover, their input is integrated to the maximum extent possible. Currently, these three stages are most often reflected in the decision-making by the Dutch MFA. Thus, the aim is to reach the empowering stage which allows the public to make their own informed decision. Unfortunately, this form of participation is rare since the Dutch MFA is not permitted to delegate decision authority to the public.



Figure 1: The Ladder of Participation (Rijksdienst voor Ondernemend Nederland, 2020)

The partnership between the Dutch MFA and One Young World captures forms of Meaningful Youth Participation. Youth participation involves both “spaces” where young people can express their

views and opinions but also responsibilities for decision makers to listen to those views and opinions and to take them into account. These spaces are reflected by the One Young World Summit and its pre-summit program. Youth participation is especially relevant when it concerns issue areas that particularly and disproportionately affect young people – for instance education, employment and the future of work in the regions MENA, Sahel and the Horn of Africa (Ministerie van Buitenlandse Zaken, n.d). Inherent in all definitions of youth participation are young people (generally understood to be people under the age of 35) who have agency, form opinions, take action and exert influence (Ministerie van Buitenlandse Zaken, n.d). The right of a young person to express their views in all matters affecting them and/or their future is enshrined in a fundamental right.

Supporting young people to both take part and take stage in relevant international events (such as during the One Young World Summits) as well as organizing interactive exchange sessions between young people and policymakers (such as during the pre-summit program) are two positive examples of meaningful youth participation in policymaking and policy execution. The Enterprise for Peace scholarship captures this via (Ministerie van Buitenlandse Zaken, n.d):

- The support of the participation of an annual cohort of 50 young leaders in the One Young World Summit. The selection of these leaders is supported by knowledge partners including the network of embassies and consulates, Orange Corners and Agriterria.
- A pre-Summit program in The Hague to connect young change-makers with Dutch policymakers and civil society, The pre-Summit program is organized by the MFA together with Private Sector Development partner Orange Corners.

The fact that the Dutch MFA supports young people to take part in an international event as large as the OYW Summits benefits both parties. On the one hand being an Enterprise for Peace Scholar ensures that youth are given the opportunity to make their voices heard, while on the other hand the pre-summit program which hosts interactive roundtables discussions, seminars and workshops involves both young people and policymakers to ensure the exchange of visions concerning the development and execution of foreign development cooperation policy. These high-intensity sessions allow for the co-creation of valuable strategies on areas related to youth participation, job creation and education.

Co-creation activities are a form of meaningful youth participation of medium to high intensity, where young people and adults jointly take decisions about the running of a project (Ministerie van Buitenlandse Zaken, n.d). Co-production is when a group of young people and adults work collaboratively, sharing power to undertake a task until that task is complete. Examples of such engagements of the Dutch MFA is how in 2019 50 Enterprise for Peace Scholars from the MENA, Sahel, and Horn of Africa regions provided input for a Future of Work internal policy note which was insightful for the department of Sustainable Economic Development. This demonstrates that the Dutch MFA involves primary stakeholders in the creation of new policy, instead of developing policies for them.



CHAPTER TWO

THEORETICAL FRAMEWORK



THEORETICAL FRAMEWORK

Chapter two goes into detail about One Young World, and the earlier editions hosted in partnership with the Dutch MFA. It also describes how the objectives of OYW – identifying, promoting and connecting - result into the creation of impact among the (EfP) delegates involved.

2.1 Description of OYW

One Young World is a British not-for-profit organization that annually organize the largest international conferences for young people in the world. What is remarkable about OYW is that young people set the agenda for each OYW conference, which helps them to amplify their voices and share their thoughts on contemporary youth-related challenges (e.g. youth employment and its future).

OYW conferences are annually visited by up to 2000 young people, which includes 70% young professionals, originating from over 190 countries. Since 2018, the Ministry of Foreign Affairs of the Kingdom of the Netherlands assigns an annual budget of approximately 300.000 euros to support 50 OYW delegates with scholarships to further explore their social entrepreneurial and employment efforts in the focus regions: MENA, Sahel and the Horn of Africa (Laila Bouallouch, personal communication, 7 October 2020). It is important to distinguish the three phases that delegates enrol in once they are selected by the Dutch MFA as an EfP scholar: firstly, they are invited to the pre-summit programme organized by the Dutch MFA in collaboration with Private Sector Development partner Orange Corners which takes place in The Hague prior to the Summit. Second, young people get the opportunity to join the conference itself. Lastly, after the conference took place the scholars receive the title of being an One Young World Ambassadors, which marks them as alumni, providing access to a large network of interesting connections. In short, the partnership contract grants the Dutch MFA and its EfP scholars access to the OYW summits, the OYW Ambassadors alumni network and financial & facility support for organization of a pre-summit program (Tessa Daling, personal communication, 13 October 2020).

The objectives of granting youth originating from the focus regions an EfP scholarships are the following according to the Dutch MFA and Orange Corners (One Young World, 2020b):

- Being an EfP scholar empowers young leaders to create sustainable job opportunities in selected region.
- Being an EfP leverages the potential of young people as widely as possible for job creation and highlight their potential as a solution to fostering prosperous and peaceful societies.
- Being a EfP scholar raises awareness of youth unemployment opportunities and sharing best practice.

The partnership between the Dutch MFA and OYW offers youth a podium to share their sustainable or innovative idea with potentially interested shareholders which may carry the monetary means to invest in their ideas. Yet, investments in the sustainable initiatives developed by the youth rarely occur as result of their involvement in the Summit. However, small start-ups such as the Resolution Social Venture Challenge are often physically present at the conferences which may provide financial support 4 to 5 participants to help them transform their idea into action (Erik Parigger, personal communication, 24 October 2020).

According to OYW, the Summits function as an accelerator and source of inspiration (Tessa Daling, personal communication, 13 October 2020). Ambitious and motivated youth with likewise dreams and visions are brought together while being immersed in an impressive learning and networking

environment. The youth which gather during the conferences are working on being a force of positive change via their social initiatives, projects or enterprise and OYW believes that attendance to their Summit allows for that extra push in the right direction. *“The positivity and motivation almost work contagious, and the physical network, media attention and inspiring speakers influence the mind-sets of the youth attending. Our goal is to increase the drive of youth to social impact once they return home. The objectives of our conferences are 1) **identifying**, 2) **promoting** and 3) **connecting** (One Young World, 2020h). OYW hopes to feed a new generation with chances and positivity by kick-starting youth empowerment. Whether youth made new friends with like-minded ideas, established interesting new business contacts, listened to keynote speakers, or engaged in workshops, we hope that the conference makes them reflect on their personal and professional development, resulting in the acceleration of their careers”* – (Tessa Daling, personal communication, 13 October 2020).

As stated before, the Dutch MFA and Orange Corners annually invite the scholars to their pre-summit programmes prior to the Summit to ensure that the delegates get familiar with the daily practises run by Dutch Ministry of Foreign Affairs and Orange Corners, to brainstorm together about Dutch policy-making and decision-making, and to create a team-bonding opportunity for all other delegates. It is important for the Dutch MFA to invite youth to the table of conversation and to stimulate co-creation among various stakeholders. These insights are valuable and have helped the Dutch MFA to gather well-respected and valued policy advice on matters related to youth employment in the priority regions. For example, the OYW cohort from 2018 helped to implement the European tender for the Challenge Fund for Youth Employment. Next, the 2019 cohort provided policy advice on what the future of work will look like in the MENA, Sahel and the Horn of Africa. Moreover, the 2020 cohort will lead a strategic discussion with Palladium (the fund manager of the CFYE) about the planned deployment in the regions in which they are currently active. These young people were also asked to contribute to high-level meetings where possible (including with Andreas Schleicher (OECD), Guy Ryder (ILO) and Richard Baldwin (Geneva institute for economics)). Moreover, they were also asked to get involved in opportunities identified by the Dutch embassies and in scoping studies of the Dutch MFA's programs concerning youth employment (think of CFYE and Orange Corners) (Ministerie van Buitenlandse Zaken, 2018a) (Ministerie van Buitenlandse Zaken, 2018b).

2.2 One Young World Academy 2020/2021

The One Young World Academy is a new element added to their existing programme, which offers a unique opportunity for young people to learn how to face and address global challenges from some of the world's greatest leaders and experts in an inaugural online lecture series (One Young World, 2020g). The One Young World Academy is an opportunity that will only be available in real time to registered Munich Summit Delegates. One Young World has sought to identify, engage and promote the work of young leaders from across the world with the mission of tackling some of the world's most pressing issues (One Young World, 2020h). These threats are known to us from the climate crisis and corruption to infringement on civil liberties. The biggest challenges humanity faces are global, including the current COVID-19 crisis, so in response One Young World launched the One Young World Academy. The academy is a first of an annual event series that offers a unique opportunity for young people to learn how to face and address global challenges from some of the world's greatest leaders and experts in an inaugural online lecture series (One Young World, 2020h).

The academy is designated to teach young leaders how to use collective, cross cutting knowledge to solve global challenges, One Young World Academy will focus on three perspectives: Government, Business and NGOs and Institutions (One Young World, 2020h). Moreover, the

Academy consists of 12 online lectures by 12 experts from heads of states to global CEOs (One Young World, 2020g). Ambassadors will not only be able to learn from these senior leaders experience and best practice but also participate in a live Q&A. The motivational aspect of the programme is that the best-performing student receives the opportunity to have their coursework widely published by Oxford University and social media promotion of Delegate profiles and ideas. Moreover, the three best-performing students will receive free tickets to the Summit in Tokyo in 2022, including free accommodation. In addition, the lectures will last until 8 December, and students have the chance to submit their coursework until 14 December, which is followed by definite grading at the end of January, and allows for on boarding to the conference in Munich which starts in end July 2021 (One Young World, 2020g).

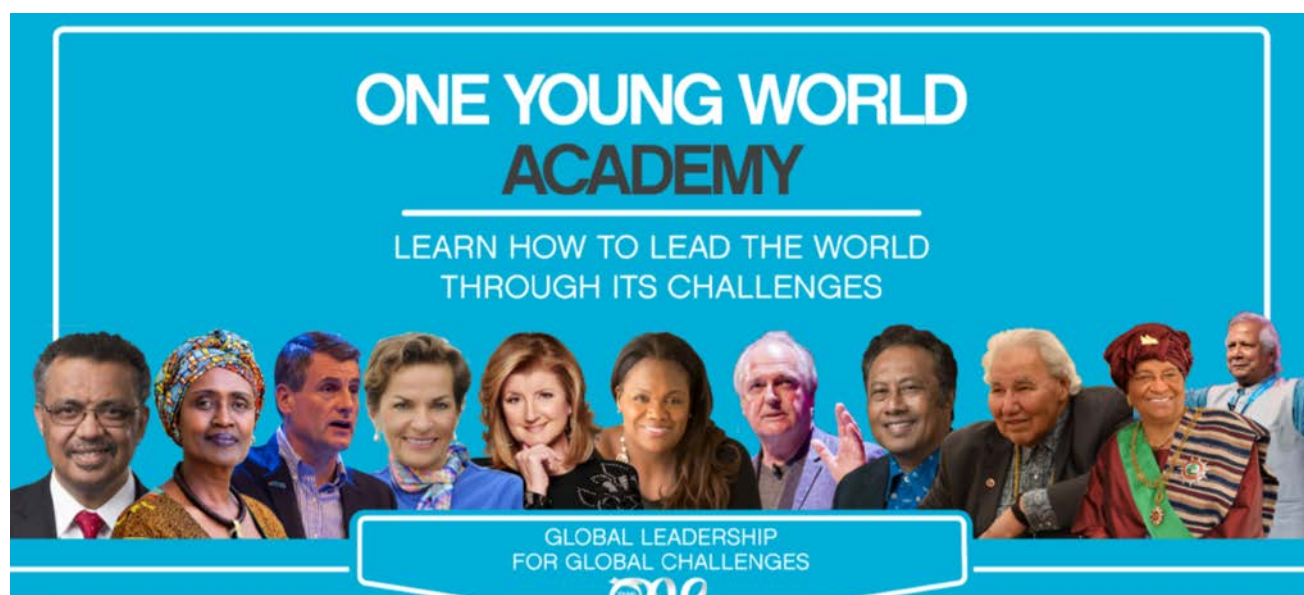


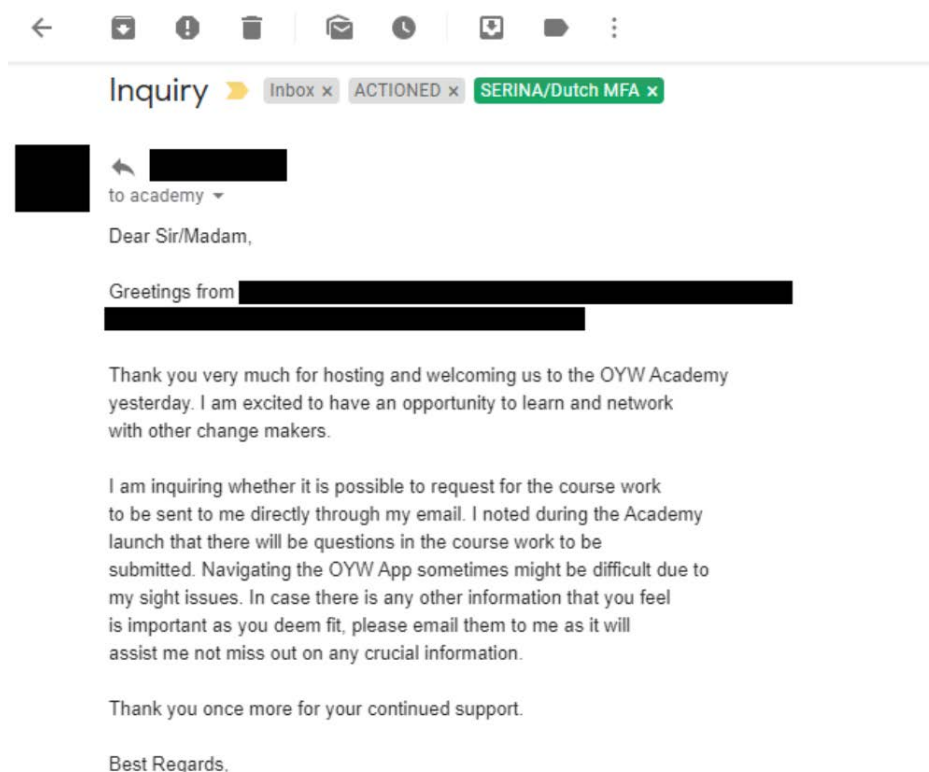
Figure 2: One Young World Academy Banner (Review Report OYW, 2020)

The academy has been a long-term wish of the One Young World team (Tessa Daling, personal communication, 13 October 2020) and offers 400 delegates (some who have been sponsored by private sector partners) and ambassadors the opportunity to follow lectures and be taught by great names. Fortunately, all 49 delegates of this year's cohort - except for 1 delegate who has not been responding to e-mails - are involved in the academy. OYW has tried to ensure that all participants, also the ones with a disability, can follow and participate to the lectures to the greatest extent as possible. In illustration, OYW tries to ensure that the academy is as inclusive as possible by providing the programme in 6 different UN-languages and by assisting participations with an handicap as best possible to ensure overall inclusivity (see figure 3 below).

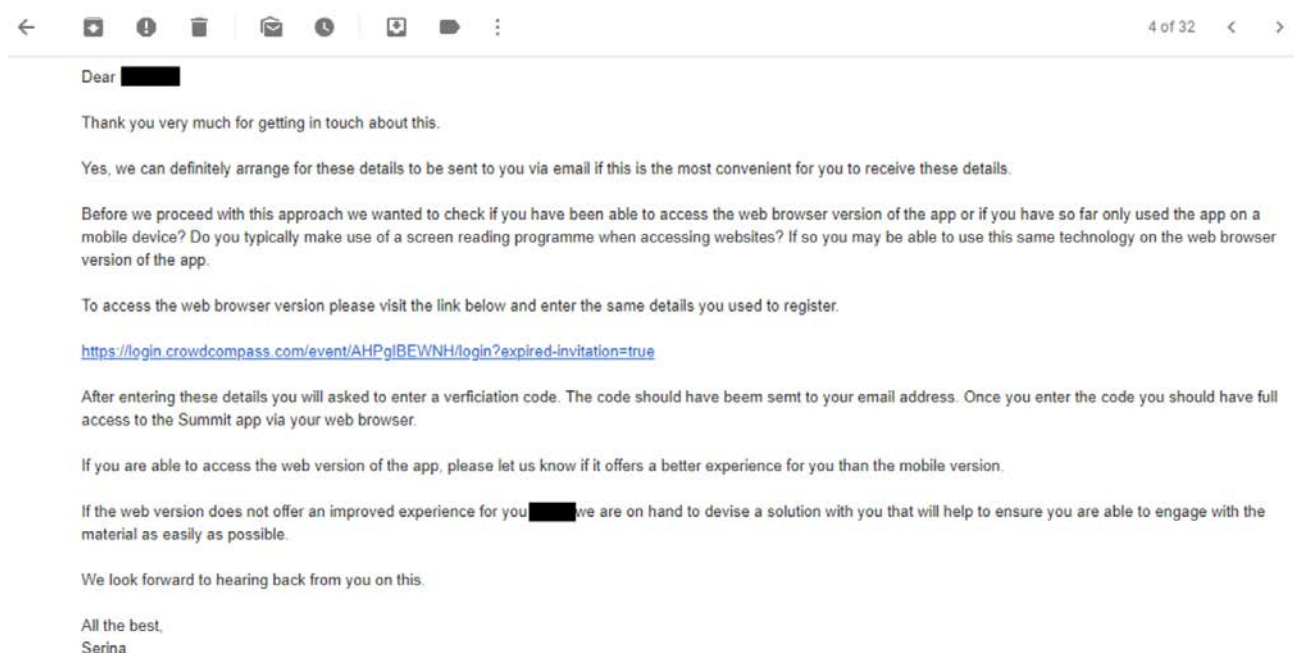
From CVENT Report							
Survey Type	Question Text	Full Name	Email Address	Invitee Status	Answer Text	Invitee/Guest	Registration Type
Registrant survey	Accessibility requirements			Accepted	Yes	Invitee	Scholar Summit Pass with Shared Accom
				Accepted	Yes	Invitee	Scholar Summit Pass with Shared Accom
				Accepted	Yes	Invitee	Scholar Summit Pass with Shared Accom
				Accepted	Yes	Invitee	Scholar Summit Pass with Shared Accom
				Accepted	Yes	Invitee	Scholar Summit Pass with Shared Accom
				Accepted	No	Invitee	Scholar Summit Pass with Shared Accom
<u>From Independent Survey</u>							
<u>Detailed information collected in Accessibility Needs Suvery</u>							

Figure 3: Detailed information collection in accessibility needs survey (One Young World, 2019d)

The OYW team also situationally assisted with Internet / App accessibility difficulties. Especially since the academy is a completely virtual event, it was important to them to make sure that all delegates could be included within the program and get the same experience as their fellow delegates (see figure 2). In illustration, in September of the EfP scholars with accessibility needs reached out to OYW as they needed some extra assistance with accessing the app due to their sight issues. Please review pictures 4 and 5 below for the e-mail sent by the delegate, and OYW's offer to assist.



Picture 4: Inquiry sent by an EfP scholar to the OYW team (One Young World, 2019d)



Picture 5: Assistance offered by OYW to ensure accessibility for the EfP scholar (One Young World, 2019d)

The wider One Young World community of Ambassadors will be able to access the lectures in January but will not be able to participate directly, submit questions or submit coursework unless registered for the Munich Summit (One Young World, 2020g). Because the Summit in Munich has been delayed from October 2020 to July 2021 because of COVID-19, the Lecture series will commence in September and run until early December (One Young World, 2020g). The OYW team sees this first edition of the academy as a pilot and has been involved in a collaboration with Oxford University concerning grading to ensure that they can at least grant legitimacy to all youth involved (Tessa Daling, personal communication, 13 October 2020). A point of critique is that the academy marks an intensive 14-week training program and requires pro-active participation of the 50 delegates. As most of the delegates are young entrepreneurs with busy agendas, the Dutch MFA wonders how OYW has translated the availability of the delegates in the overall attendance rate they require from their participants.

The Dutch MFA has indicated that they would also like to be involved in the next edition of the One Young World Academy (Laila Bouallouch, personal communication, 7 October 2020). They propose to organize an interactive session led by a young person under 35 years old who shares their experiences with youth entrepreneurship in the focus regions. Moreover they indicated that they would value the involvement of more young people teaching these lectures in the academy, as this captures the message “For youth, By youth” also reflected by the *Youth At Heart* strategy. Additionally, this would ensure that a greater number of young people are given a platform to speak up and share their experiences, stories and insights with others. The wishes of the Dutch MFA are to be further discussed with OYW. Moreover, future plans exist to also grant Orange Corners a role in the next edition of the academy (Erik Parigger, personal communication, 24 October 2020).

2.3 One Young World Summit Opportunities

One Young World accelerates the social impact of young leaders by providing them with support, a platform and opportunities to make a positive change (Tessa Daling, personal communication, 13 October 2020). During the latest One Young World Summit, the One Young World team organized bespoke opportunities for One Young World Ambassadors (Review Report OYW, 2020). This included 1) delegate speaker opportunities, 2) mentor sessions, 3) networking opportunities and dinners. The Enterprise for Peace Scholars had the majority of the activities organized by the Dutch Ministry of Foreign Affairs, therefore these scholars had a different schedule than other delegates. Nonetheless, the One Young World team tailored certain opportunities for the Enterprise for Peace scholars.

1) Delegate speakers

Every year, 30 exceptional young leaders are selected from 2,000 Ambassadors to take the stage as Delegate Speakers in the five plenary sessions at One Young World’s Summit. In accordance with One Young World tradition, each one of the Delegate Speakers will be matched with a One Young World Counsellor, a global expert and leader who will provide them with mentorship and support. For example in 2018, 3 Dutch MFA scholars were selected and in 2019, 2 Enterprise for Peace scholars were selected as Delegate Speakers in One Young World’s plenary sessions (One Young World, 2020h):

- Imrana Alhaji Buba from Nigeria (1st cohort – 2018) was selected as delegate speaker for the Poverty Alleviation Plenary Session.



- Spandana Palaypu from the United Arab Emirates (1st cohort – 2018) was selected as delegate speaker for the Education Plenary Session.
- Charif Hamidi from the Morocco (1st cohort – 2018) was selected as delegate speaker for the Education Plenary Session.
- Dalia Yousif from Sudan (2nd cohort – 2019) was selected as delegate speaker for the Plenary Session on Media Freedom.
- Nelson Olanipekun (2nd cohort – 2019) was selected as delegate speaker for the Plenary Session on Peaceful Futures.

2) Mentor sessions

In an effort to better connect the young leaders at the annual Summit with the expertise offered by OYW Counsellors, the OYW team organizes exclusive, invitation-only Mentor Sessions. Focused on various topics, these sessions allow for delegates who are at the forefront of their respective fields to connect with senior leaders they would never have had the opportunity to meet otherwise. It is a unique opportunity for Counsellors to impart their learnings and insight with this impressive group. For 45 minutes, Counsellors and up to 7 delegates meet in an intimate group to share experiences, challenges and questions with a view to deepening their connection and expanding their network. Two Enterprise for Peace scholars participated in the mentor session (One Young World, 2020h):

- Safa Youssif participated in a mentor session with Professor Thulia Madonsela, Chair, Law Trust & Social Justice and Law Professor, University of Stellenbosch.
- El Hadj Djitteye participated in a mentor session with Scilla Elworthy, Peace builder, and the founder of the Oxford Research Group, 3 time nominee for the Nobel Peace Prize.

3) Networking opportunities

One Young World annually hosts multiple sessions in collaboration with partners to discuss youth-related challenges and opportunities in the field of education, employment and the future of work. These sessions are developed in cooperation with selected and interested EfP scholars who can link the topics to their own experiences, initiatives or enterprise. Some examples are mentioned below:

NATO Engages: Innovating the Alliance

NATO Engages provided a unique opportunity to preview key topics on the official Leaders' Meeting agenda, to debate the challenges and opportunities NATO faces and to discuss the Alliance's future in a changing world – all with panels of highly distinguished experts, influential policymakers, media personalities and more. This was their opportunity to be a part of that debate. Enterprise for Peace scholar Ibrahim Jalal was invited given his peacebuilding experience in Yemen and the Middle East (One Young World, 2020h).

2020 Interaction Council x Future of Work

One Young World and the InterAction Council hosted a session to facilitate a pre-Malta dialogue on the topic of the future of work. The event brought together members of the InterAction Council network and One Young World Ambassadors, including 2 Enterprise for Peace scholars to have a truly intergenerational discussion (One Young World, 2020h).

2020 Central x West Africa x Future of Work Masterclass

One Young World organized a digital masterclass that focused on brainstorming & offering solutions to how youth can prepare for the future of work. 2 Enterprise for Peace scholars formed part of this panel (One Young World, 2020h).



2020 Africa x Black Unity Event

An event organized by the OYW Africa leadership team, focused on economic empowerment and entrepreneurship in light of the recent injustices against black people. 1 Enterprise for Peace scholar participated in this event (One Young World, 2020h).

2020 Interaction Council x Intergenerational Dialogue on Nuclear Disarmament Event

One Young World and the InterAction Council hosted a session to facilitate a pre-Malta dialogue on the topic of nuclear disarmament. The event brought together members of the InterAction Council network and One Young World Ambassadors, including 1 Enterprise for Peace scholar, for a truly intergenerational discussion on the global ethical implications of nuclear proliferation (One Young World, 2020h).

Together Apart Series

The #TogetherApart series aims to engage the global community on pressing topics, all from the safety of their own home. Enterprise for Peace scholar Sara Dsouki participated in one of the TogetherApart interviews with Tijmen Rooseboom. The Together Apart series have had an estimated 22 million viewers (One Young World, 2020h).

One Young World also promotes Ambassador achievements since Enterprise for Peace scholars are featured in the One Young World Weekly Roundup news page (see Annex V). In addition, One Young World partners with Seven Hills, a PR firm focused on change makers, for their campaigns. They helped OYW push for the announcement of the 2021 Enterprise for Peace Cohort to be covered in media all over the world. This year the announcement of the 2021 Enterprise for Peace Scholars gained global press and media coverage. There were in total 170 pieces of coverage across at least 21 different countries (see Annex VI) (One Young World, 2020h).

2.4 One Young World Measuring Impact Examples

One Young World adheres great value to the measurement of impact as result of the delegates' attendance to its Summit. The annual impact report showcases and quantifies the social impact of One Young World and its community of over 12,000 young leaders (One Young World, 2020a). As part of the impact report, 50 Ambassadors-led initiatives were chosen for evaluation to represent the diversity of the One Young World Community. Additionally, in 2018, 7 Enterprise for Peace projects were showcased as part of the 50 most impactful Ambassadors led initiative. In 2018, 2 Enterprise for Peace scholars projects were selected as part of the 50 most impactful Ambassadors led initiatives (One Young World, 2020h).

Enterprise for Peace scholars (1st cohort) featured in the 2018 report (One Young World, 2019a) (One Young World, 2020h):

- Imrana Alhaji Buba for her project Youth Coalition Against Terrorism.
- Zinah Saleh for her project Ishtar Handmade Soap.
- Yasmin Kunsy & Noga Mann for their project Queen B.
- Spandana Palaypu for her project ZoEasy.
- Victor Odhiambo for his project Garden of Hope Foundation.
- John Dal Dak for his project Youth Social Advocacy Team.

Enterprise for Peace scholars (2nd cohort) featured in the 2019 report (One Young World, 2020a) (One Young World, 2020h):

- Clarena Amatha for her project TransFarm Ventures.
- Nawsheen Hosenally for her project Agribusiness TV.
- Sinan Assiad for his project The Good Socks Initiative.

2.5 One Young World Alumni Network

After the Summit, the EfP scholars join the One Young World Ambassador network. The Ambassador network is made up of 12,000 Ambassadors in 190+ countries (One Young World, 2020h). The Community team works year-round to track community impact, organise events, facilitate local networking events, spark opportunities for collaboration, provide growth opportunities through mentorship, funding programmes and media exposure (One Young World, 2020h). As OYW Ambassadors the delegates are also consulted in the annual global consultations which is the process by which the themes and topics are discussed at the annual One Young World Summit and those themes are selected among the network of 12,000 Ambassadors. All Enterprise for Peace scholars had the opportunity to have their say in the global consultation process and shape the agenda for future Summits (One Young World, 2020h).

OYW admits that they can undertake more action in regards to the follow-up with OYW Ambassadors (Tessa Darling, personal communication, 13 October 2020). Currently, the community team including managing and coordinating ambassadors, and volunteers are responsible for the follow-up with the alumni. The community team is not based in London, yet work in regional hubs spread over the globe. They function as a local point of contact, who keep in close contact with the OYW Ambassadors. The community team is in constant communication with the team in London, which could then connect the alumni to the specific partner. Since the alumni network has grown to approximately 12,000 youth ambassadors, OYW is working on finding the right balance regarding the communication and follow-up in collaboration with their 180 partners. Yet, they mention the youth themselves should also show interest and effort towards the ambassadorship. OYW often notices that once the ambassadorship of the youth are in line with their intrinsic motivations, they are more interested in keeping in contact with them (Tessa Darling, personal communication, 13 October 2020). The ambassadorship also depends on the lifecycle of the youth. Some are in different stages of their person lives which could influence how much effort they put into being an OYW Ambassador.

2.6 Selection process of EfP scholars

The definition of youth is interpreted differently across a varying number of international organizations and public bodies. In illustration, the United Nations (UN) and the International Labour Organization (ILO) classify youth as 15 to 24 year olds (United Nations, n.a.) (International Labour Organization, n.d.). Yet, a wider definition – as developed by the African Development Bank (Williams, 2012) – is used among a greater public, including the department of Sustainable Economic Development, which takes the 15 to 35 age cohort as a reference. It is important for the Dutch MFA that they work with young people coming from particular communities or groups who are not sufficiently represented. Consequently, the criteria for the selection of the 50 Enterprise for Peace Scholars are strict, to ensure a diverse group of delegates, including minority group such as women, people with disabilities et cetera. The government of the Kingdom of The Netherlands strives for a diverse composition of its workforce and an inclusive organization. This vision and company culture captures strong need for inclusion and diversity in all work they do.

1st cohort – 2018

At the start of the partnership contract, the Dutch MFA and Orange Corners were responsible for the selection of 20 scholars that would attend the Summit and join the One Young World community. This meant that One Young World was not involved with the selection process at that time. After the selection, the Dutch Ministry of Foreign Affairs and Orange Corners provided One Young World a list of the scholars' names and emails. One Young World would be responsible for organizing the logistics for the scholars to attend the Summit. One Young World assigned someone from the Delegate Services team to be in charge of the Enterprise for Peace Scholars and make sure to book their travel to The Hague. The logistics of the pre-summit program in The Hague was a joint effort between the team in The Hague and One Young World. The selection criteria were as following (One Young World, 2020b):

- An evidenced commitment to creating positive impact through social entrepreneurship in their communities.
- Proven leadership ability.
- A capacity for innovation and values-driven problem solving.
- A concern for local and global issues.
- An ability to generate and articulate impactful ideas.
- An ability to work towards a shared goal through teamwork and collaboration

2nd cohort – 2019

The Dutch MFA expressed the wish to One Young World to do the 2019 selection of scholars themselves. Together with Orange Corners and other nominating partners, an overwhelming number of 5,000+ applications were received. Out of these applications, the Dutch Ministry of Foreign Affairs selected 50 scholars by the end of April 2019 and transferred management for on boarding to One Young World (One Young World, 2020b).

The 2019 Enterprise for Peace scholars were selected based on selection criteria which were similar to those of the year before (One Young World, 2020b).

3rd cohort – 2020

In the partnership contract it was decided that given One Young World's expertise in managing over 20 corporate and government scholarships, One Young World would lead on the selection process for the next MFA cohort (One Young World, 2020h). The identifying process included a lot of research and outreach, which is instrumental in ensuring high quality scholars. The identifying process by OYW started by researching potential candidates online through social media sources such as LinkedIn, Google Search, Twitter, Instagram, Facebook as well as leveraging the OYW network of Nominating Supporters (such as Blind Chronicles, UNLEASH, African Union Youth Envoy, Sparknews and Startupgrind) who were asked to nominate suitable candidates in their network. These nominated people were then asked to apply, and some ended up as selected scholars. OYW also contacted Community Partners such as the Dutch Embassies to ask if they would like to nominate candidates for the scholarship. The Dutch Embassy of Algeria, Lebanon, South Sudan, Tunisia, Uganda, Mali, Morocco, Niger, Nigeria, Palestinian Territories, Senegal, Sudan, Burkina Faso, Côte d'Ivoire, Egypt, Ethiopia, Iraq, Jordan, and Kenya were contacted (One Young World, 2020h).

The 2021 Enterprise for Peace Scholarship received 1018 applications from 64 countries, where Nigeria was best represented. Also the pool consisted of 61% males and 39% females.

Applications were reviewed using a platform called Erikbot. The platform is a combination of a natural language processing algorithm built by Cambridge Consultants and document management software called LogicalDoc. The platform automatically scores applications based on a range of factors including the presence of pre-established key words. Please find below the key words:

- Entrepreneurship
- E-commerce
- Education
- Innovation
- Future of Work
- Digitalisation

The applications were then read by team members. One Young World has a set grading system that was used for this process and was complimented by a partner's additional criteria. In the first stage the applications were given a preliminary rating based on the quality of the application. There were five possible ratings ranging from Platinum, Gold, Silver, Bronze and No. An application given the score of "Platinum" would be a candidate who has shown unbelievable impact in creating sustainable job opportunities, raising awareness around youth unemployment and leveraging the potential of young people for job creation as a solution to fostering prosperous and peaceful societies. An application given the score of "No" on the other hand, will not have shown any impact in these areas.

After the applications had gone through the first stage of reading and grading, they were re-read and the best applications were longlisted. The next stage is for the longlist to be read, and the best applications were shortlisted, both gender and regional diversity were taken into account. The shortlist of 200 applicants was then finalised and sent to the Dutch MFA. In the end the Dutch MFA made the final decision regarding the selected scholars. As such, in this instance the Dutch Ministry of Foreign Affairs selected the final 50 scholars from a list of 200 shortlisted by 26 April 2020.

The third cohort composes of 50% female, 10% to young entrepreneurs with disabilities (physical / non-physical) and 5% Dutch entrepreneurs (One Young World, 2020h).

2.7 Selection of delegates and criticism

In the first cohort, applications for the EfP scholarship were open for all youth originating in the Middle East and Africa. However, the Dutch MFA later decided to restrict the applications in such a way that only youth based in countries where the Dutch MFA is active could register, noting that some of the youth that applied came from regions which were not included in the focus regions (Laila Bouallouch, personal communication, 7 October 2020). Moreover, the requirement was to include two participants from each focus country, of which one male and the other one female. For the third cohort, the approach was similar to the one used in the year before. In addition, a few countries were added to the list of focus regions as Orange Corners wished to support youth in their programme countries to gain new insights, establish new partnerships and explore new regions which are of interest to them (One Young World, 2020f). Thus for the third cohort 50 delegates have been selected among 17 priority regions, encompassing approximately two individuals per country (i.e. Tunisia); while this number has been raised to three or four for larger countries (i.e. Nigeria) (Laila Bouallouch, personal communication, 7 October 2020).

Youth who annually apply to participate in the One Young World Summit are carefully reviewed by the Dutch MFA and OC. As stated in chapter 2.6 OYW has made a pre-selection of a potential pool of candidates for the third cohort, which helped the Dutch MFA and OC to select 50 delegates by means of pre-recorded video messages taped by the candidates to get a better idea of their profiles, experiences and backgrounds. Enterprise for Peace Scholars are selected based on a few additional requirements to ensure a heterogeneous balance in the group of delegates. An example of such a requirement is the fact that the delegate should not have visited more than one or two international conferences in their lifetime (Laila Bouallouch, personal communication, 7 October 2020). Additionally, the Dutch MFA and OC carefully review the academic history of the delegate, as it says something about their travel appetite and financial privilege. One of the main objectives here is to establish a balance between underprivileged and privileged socially minded scholars and entrepreneurs (Laila Bouallouch, personal communication, 7 October 2020).

A previous point of critic mentioned by the department of Sustainable Economic Development was that they would like to see a greater number of *underprivileged* individuals included in the pool. On the flipside, the Dutch MFA has experienced difficulties and visa-related challenges with some previously included delegates; i.e. those who came from a refugee camp or whom were stateless made it more difficult for the Dutch MFA to arrange them a temporarily visa to ensure travel abroad (Laila Bouallouch, personal communication, 7 October 2020). This remains a doubtful issue, because on the one hand the Dutch MFA and OC strongly aim to include a fair number of *underprivileged* youth in their pool of delegates, while on the other hand it complicates the logistics when youth do not possess identification documents. Despite, the Dutch MFA and OC work hard on the assurance of a balanced and fair group of EfP scholars.

Moreover, the Dutch MFA decided to include eight Dutch delegates in the second cohort, to support the team with the organization and logistics of the pre-summit program and the Summit. In illustration, young policy officers from DDE and DSO, three members from West Wing and CNV Jongeren were all included as delegates (Laila Bouallouch, personal communication, 7 October 2020). Their role was to help with the guidance of the youth visiting, while they were also the focus point of contact when the youth had questions about the Dutch government, life in The Netherlands, BHOS-policy, the *Youth At Heart* strategy et cetera. Yet, these Dutch delegates were not given financial compensation in the form of a scholarship, and thus were solely used for supportive purposes. However, some of these Dutch delegates provided minimal additional support, and also the conclusion was drawn that many of the Dutch youth had previously been invited for events of similar nature (Erik Parigger, personal communication, 24 October 2020). Consequently, the Dutch MFA and OC decided that they would rather not invite any other Dutch youth organizations to participate in the third cohort. Instead, the idea is to ask some Dutch youth advocates to assist during the pre-summit program (Erik Parigger, personal communication, 24 October 2020).

2.8 Inclusion of Youth

It is important to consider that the 15 to 35 age cohort captures a wide range of ages and life phases (Tessa Daling, personal communication, 13 October 2020). Thus, it is important to distinct young people who are still part of the educational system, from young people who make the transition from education to the labour market, and from young people who are in the beginning phases of employment or are starting/ have started their own business (Tessa Daling, personal communication, 13 October 2020). Youth form a heterogeneous group, which offer many benefits to stakeholder groups working with them because of the great variety of life stories and experiences they share (Tessa Daling, personal communication, 13 October 2020).

One Young World states that young people between the ages of 18 to 30 at the time of the Summit are eligible for their scholarships. However, they also state that 30 is not a hard age limit and they are also happy to welcome delegates that are older (One Young World, 2020i). They state that they wish to see their partners granting scholarships to an inclusive group of young entrepreneurs and change makers, with a focus on vulnerable youth. It is important that every individual is given an equal and fair opportunity (Tessa Daling, personal communication, 13 October 2020). OYW selects youth which fit within the criteria of their scholarships. One of the criteria's is that an individual work towards the realization of the SDGs within their projects or social enterprises. In addition, they try to prevent the inclusion of conference hoppers within their network of delegates. Instead they aim at reaching people for whom it normally would be exceptional that they are offered a chance like this. They have been criticized for allowing private sector partners within their portfolio which mainly bring their own employees to the forefront, instead of recruiting youth externally. As a result, OYW is working on setting more strict regulations to ensure that a greater group of underprivileged youth can be reached via the partners and scholarships (Tessa Daling, personal communication, 13 October 2020).

Benefits of working with youth

Young people themselves are a valuable resource in terms of both advising public authorities on what is required and on bridging introductions and the juxtaposition of different realities (Ministerie van Buitenlandse Zaken, 2020c). In illustration, consultations by the Dutch MFA with young people from the focus regions show that many young people feel excluded and not heard. The political-social power structures in many of these regions play an important role in this. Forms of corruption and favouritism, including the fact that whom you know is more important than what you can do and the fact that youth representatives whom are consulted by the government often come from their own elite circles, are the main challenges that young people face when they are strongly driven to drive change (Ministerie van Buitenlandse Zaken, 2020c). Consequently, this automatically suggests the exclusion of disadvantaged youth in these regions. Next, the governmental leaders in the focus regions are generally much older and many power structures are male-oriented (Ministerie van Buitenlandse Zaken, 2020c). According to young people, policies shaped by these senior governmental leaders often do not match their reality and their ambition, which thus undermine their perspectives. Moreover, young people from the focus regions indicate that their country leaders have too few insights in the transition from education to the labour market and the mismatch which oftentimes exists here (Ministerie van Buitenlandse Zaken, 2020c). A lot of countries in the focus regions do work with a "Ministry for Youth", but it is often assigned to other ministries which have relatively little influence or budget. Moreover, the political leaders in the focus regions change regularly, especially in fragile states, which makes it more challenging from young people and youth organizations to really drive change (Ministerie van Buitenlandse Zaken, 2020c).

Currently, many European countries (i.e. Denmark, Finland, Germany, the United Kingdom, the United States, the Netherlands) including the European Union and many African countries are increasingly active on the topic of youth, education and youth employment (Ministerie van Buitenlandse Zaken, 2020c). We also see this trend at international organizations such as UNICEF, AfDB, AU UNDP, ILO, IFC and the World Bank (Ministerie van Buitenlandse Zaken, 2020c). Yet, more attention should be given to meaningful youth participation by the governments ruling the focus regions. By broadening the Dutch MFA's network via the OYW partnership, it helps to get the *Youth At Heart* strategy across to many stakeholders, which is meaningful for the Dutch MFA as they aim to stimulate other governmental bodies and institutions to engage in similar youth participation projects and youth inclusive initiatives. The Dutch MFA hopes that in the future a greater number of international organizations and governments will similarly prioritize youth

participation, employment and entrepreneurship high on their agendas. Hence, they take the proactive lead and set a positive example for making youth employment a priority among other important partners.

2.9 Strategic Partnership Dialogue

The Dutch Ministry of Foreign Affairs is one of the few governmental organizations included in the partnership portfolio of OYW which on a structural basis financially sponsors such a large group of youth based in the MENA region, the Sahel and the Horn of Africa. Other governmental organizations which are included in OYW's portfolio encompass the governments of multiple Latin American states and the European Commission which annually also sponsors a delegation of "peacebuilders" (Erik Parigger, personal communication, 24 October 2020). The Dutch MFA is an important partner for OYW as they annually grant 50 scholarships to motivated young local entrepreneurs and change makers which can register themselves via a registration link promoted by the Dutch MFA and OC. The European Commission and several private partners may grant a greater number of scholarships to involve a larger group of youth within the OYW summits, yet most of the acquisition of these young people happens from within the organization, while the Dutch MFA provides great financial value in the form of scholarships to a external group of youth (Erik Parigger, personal communication, 24 October 2020). With each cohort - except from the pilot year in 2018 -, the MFA has invested in 50 talented young entrepreneurs and change makers originating from the focus regions. The scholarships expressed in financial value result up to 300.000 euros. This contractual financial sum includes the organization of one workshop and the assignment of one keynote speaker to the Summit program. A few benefits of the partnership is that the Dutch MFA may use these opportunities to draw more visibility to their *Youth At Heart* strategy (i.e. the speech by Tijmen Rooseboom on diversity and inclusivity in London) (Ministerie van Buitenlandse Zaken, 2020a).

Majority of the funding is provided by private partners, which mostly assign their own young employees to attend the OYW conferences. To provide concrete numbers; more than 80% of the conferences which were held in previous editions have been financed by private sector partners, think of Shell, Audi, BP, Deloitte, KPMG, L'Oréal, Novartis, PWC, Hempel et cetera (One Young World, 2020i). The involvement of many private sector companies is attractive to the Dutch MFA because of the networking possibilities. In illustration, the fact that more than 80% of the partners included in OYW's portfolio are private-sector oriented is interesting to the Dutch MFA, as this poses them the opportunity to strengthen their brand and reputation through networking (Erik Parigger, personal communication, 24 October 2020). Moreover, it allows the Dutch MFA to touch base with multinationals which are potentially interesting to them.

The total income of One Young World in 2019 was £8.450.000,00 of which the following percentages account per sector; *Corporate* - 84% and *Foundations, Institutions & Governments* - 16% (One Young World, 2020b). It thus may be concluded that One Young World for a large part runs on private sector funding. These partners deliver a group of young employees who could directly be involved in the conference by having a spot in the program as a speaker (however most of the speakers hold seniors positions within the company, so youth are not in every case given the floor) and/or company representative. Next, some private partners have been asking for commercial booths on location, which they use to promote their business. Also the provision of foods and beverages is largely sponsored by multinationals (i.e. Magnum and Coca Cola) who see an attractive opportunity to promote their products during the conferences (Laila Bouallouch, personal communication, 7 October 2020). Hence, the One Young World conferences are of quite commercial nature, and the partners involved benefit from the heavy marketing opportunities

which they can engage in to promote their products and services among a large audience of young people.

Criticism

Many delegates who have been involved in earlier summits stated that the conferences seemed to show signs of greenwashing (see chapter 4). In illustration, in a former Summit a young representative of a multinational promoted their sustainable business case during the conference, while you might question how sustainable their business practices are in reality. Consequently, the Dutch MFA is quite sceptical of the commercial nature of the conferences, and would like to see that the private partners invite youth to engage in a critical discussion to openly discuss their actual business (Laila Bouallouch, personal communication, 7 October 2020). In this way you support young people to take stage in a critical debate, while you also motivate private partners to communicate transparently about their business.

OYW wishes to respond to this point of critic, and states that according to them it is important to create lots of visibility and impact prior to and during an annual Summit (Tessa Daling, personal communication, 13 October 2020). Well-known speakers and partners can help to create great publicity. It is a fact that a partner can “buy” its spot in the program, which may include interactive stage time, a private exhibition area to showcase their initiatives, or sending top talent from their organisation to the Summit to benefit from international networking (One Young World, 2020i). OYW wishes to be inclusive, while they also recognize that they should be more critical of their partners (Tessa Daling, personal communication, 13 October 2020). In illustration, there have been increasing efforts to have conversation with partners about the messages they share on stage and the (senior) speakers they select. OYW encourages their private sector partners to select youth instead of senior CEOs to represent the company and transmit messages about their corporate activities. OYW has observed that their audience and stakeholders become more critical of all aspects of the conference, and thus they are actively trying to respond to this criticism by more critical of their partners (Tessa Daling, personal communication, 13 October 2020).

The Dutch MFA has advised OYW to strive to a more even distribution of private and public sector partners within their portfolio (Laila Bouallouch, personal communication, 7 October 2020). Currently the impression is sketched that majority of the youth who have access to the summits are strongly privileged, as it may be easier for them to get a spot in the program because of the bonds they have with private organizations. Since approximately 90% of the 2,000 youth who annually attend the OYW summits have access because of the fact that they are employed by a multinational partner organization (Laila Bouallouch, personal communication, 7 October 2020), this makes it questionable whether OYW truly targets the audience they aim to target.

OYW has responded by indicating that they wish to actively involve a greater number of underprivileged youth who are engaged in great sustainable and entrepreneurial initiatives that help the lives of peers in their local communities improve. According to OYW makes these young people underprivileged is the fact that they carry the knowledge, entrepreneurial mind-set and perseverance to initiate a change in their communities, yet they have not got the recourses, network and capital to fuel and further explore their ideas (Tessa Daling, personal communication, 13 October 2020). Hence, opportunities provided by a scholarship such as the One Young World Academy, an invitation to the pre-summit programme, access to the Summit and being followed up as a One Young World Ambassador could provide the youth with valuable opportunities to get in touch with like-minded entrepreneurs and potentially interested funders. Concluding, OYW had expressed their vision of a more equal balance in their partnerships. Currently 80% of their portfolio consists of private sector partners, yet they strive for the inclusion of more governmental

institutions, research institutes or universities and public parties, which could result in the greater inclusion of underprivileged youth (Tessa Daling, personal communication, 13 October 2020).

To summarize, if OYW would include more public sector partners within their portfolio, this could result in an increase of scholarships distributed among underprivileged youth. Yet, to achieve a similar effect it might also be interesting if OYW would reformulate and redefine the direct involvement of the private sector partners in the summits. This would require that OYW focuses on the development of more critical requirement for most of their partners, to ensure the inclusion of a greater number of underprivileged youth. Hence, the aim among the Dutch MFA remains to provide scholarships among a balanced, inclusive and diverse group of socially-minded youth, representing both privileged but also underprivileged parties.

2.10 Earlier OYW editions

As stated in chapter 1, the 2021 Munich Summit marks the eleventh global conference hosted by OYW, taking into account that the Dutch MFA has only been involved in the last three editions (One Young World, 2018). OYW is an international NGO and carries the ambition to be internationally present. Thus, they organize their conferences globally, and wish to cover as many different countries as possible as long as the host country offers the facilities needed to facilitate the summits.

The Hague 2018

The ninth Summit (2018) was marked as one of the most important event in the year 2018 by the municipality of The Hague (Tessa Daling, personal communication, 13 October 2020). The municipality invested 1.1 million euros into being the host city of the OYW Summit, and valued the foreign interest in their city (Tessa Daling, personal communication, 13 October 2020). With the visit of 2,000 talented young entrepreneurs, change makers, governmental officials, private sector players and press, the Summit in The Hague was one of the biggest OYW editions they had ever organized, capturing the interest of the municipality of The Hague. OYW's city host team and its team in London yearly aim to enlarge their partnership portfolio (Tessa Daling, personal communication, 13 October 2020). Because of the mutual interest by the municipality The Hague and OYW to host this Summit in The Hague, the city host team reached out to the Dutch MFA, which was the beginning of their partnership (Tessa Daling, personal communication, 13 October 2020). This first year was supposed to be a pilot year, yet a three-year contract was signed when the Dutch MFA learned that the next two years would also be hosted in Europe (Laila Bouallouch, personal communication, 7 October 2020). Consequently, the 2019 Summit was hosted in London to celebrate OYW's 10-year anniversary. 50 delegates has been selected by the Dutch MFA together with Orange Corners who were eligible to attend the Summit in London.

The first two cohorts and the upcoming third cohort were/are all organized in European countries, including the Dutch capital of policy-making (The Hague). This was specifically convenient for the Dutch MFA, because this implied that they could host an annual pre-summit programme in The Netherlands. OYW usually chooses which city they will host the Summit in one or two years in advance (Tessa Daling, personal communication, 13 October 2020). Thus, when the Dutch MFA agreed to partner with OYW, both parties knew that the plan was to organize the upcoming conferences in The Hague (2018) and London (2019), which influenced the choice to pledge for three years (Erik Parigger, personal communication, 24 October 2020). For the first cohort in 2018, the group of delegates consisted of 20 EfP scholars financed and selected by Orange Corners, and 30 youth who were selected by OYW themselves. Only the 20 EfP scholars selected by OC were given the opportunity to participate in the pre-summit programme in The Hague

because of budgetary limitations (Erik Parigger, personal communication, 24 October 2020). For the second cohort, 50 delegates were selected by both OC and the Dutch MFA, and since all of these delegates were offered a scholarship, these 50 scholars were given the opportunity to travel to The Netherlands, and were introduced to the daily practices of the Dutch Ministry of Foreign Affairs via the pre-summit programme.

The main objective of the pre-summit programme organized in The Hague is to make delegates familiar with Dutch policy-making, and with the strong focus on youth employment represented by the *Youth At Heart* strategy. Moreover, the pre-summit programme allows for team bonding between the delegates, it helps them to learn from each other, and it offers them the opportunity to train their entrepreneurial, communication and presentation skills in well-designed skills trainings (One Young World, 2019c) (Laila Bouallouch, personal communication, 7 October 2020). The previous two years, the pre-summit programme included a dialogue between the Director-General and the Ambassador for Youth, Education and Work (Tijmen Rooseboom). Also, the director of the Department of Sustainable Economic Development gave a speech about the importance of youth inclusion, and in 2019 the former Secretariat-General (Joke Brandt) spoke about female emancipation in labour, which was followed by an interactive Q&A session which strongly involved the opinions of the delegates. In addition, the pre-program organized plans for the third cohort implying the introduction of the new group of 50 Enterprise for Peace Scholars to like-minded individuals enrolled in Dutch universities and forms of higher education. However, this is not yet confirmed and depends on the outline of this year's pre-programme (Erik Parigger, personal communication, 24 October 2020).

London 2019

As part of the collaboration, One Young World's Delegate Services team worked secured visas for all the 2019 Enterprise for Peace scholars. This was a difficult undertaking for the year 2019, because the pre-program and the Summit took place in two different visa areas. Consequently, delegates had to secure British Short Stay visa's and Schengen visa's in the timeframe of 3 months. The Delegate Services team was successful in supporting delegates with their applications so that most scholars could attend the pre-program in The Hague and the Summit in London. One scholar did not receive his passport back in time and three other scholars were unable to secure their Schengen visa (Laila Bouallouch, personal communication, 7 October 2020). They suggested to closely cooperate with the Dutch embassies to avoid similar challenges for the next cohort (Tessa Daling, personal communication, 13 October 2020). Thus, in 2020 it was suggested by One Young World to have a list of representatives of the respective Dutch embassies to be handover to One Young World so the liaison can be done directly.

One Young World has provided the following practical services to the 2019 cohort of the Enterprise for Peace scholars (One Young World, 2020b):

- Full access to the 2019 Summit in London, the United Kingdom.
- Train access from The Hague to London and air travel from London to country of origin.
- Hotel accommodation on a shared basis (inclusive) between 22 – 25 of October 2019.
- Catering (breakfast, lunch, dinner).
- An Oyster card to provide ground transportation between the Summit accommodation and the Summit venues.
- Profiling in national and international media outlets where possible.

In addition to this, One Young World also provided logistical support for the pre-program in The Hague, the Netherlands (One Young World, 2020b):

- Air travel to The Hague, the Netherlands.
- Hotel accommodation on a shared basis between 20-22 of October 2019.
- Catering (breakfast, lunch, dinner).

The pre-program in The Hague for the 2019 cohort consisted out of 2 days. One Young World and the Dutch Ministry of Foreign Affairs decided in May 2019 that One Young World would be responsible for the logistics and the Dutch Ministry of Foreign Affairs would be responsible for the content delivered during the pre-program (Tessa Daling, personal communication, 13 October 2020). This resulted in a interactive pre-program where delegates could meet each other prior to the Summit, and they could pitch their projects to Dutch officials (One Young World, 2019b). Amongst other elements the pre-programme consisted of (Laila Bouallouch, personal communication, 7 October 2020):

- A welcome word by Dutch MFA Secretary-General Joke Brandt.
- Roundtable discussions with Dutch policy makers.
- A visit to The Hague Humanity Hub.
- A dedicated support program by the Netherlands Enterprise Agency (RVO).
- Lunch and the ability for Q&A at the Dutch Embassy in London with the Dutch Ambassador and the Dutch Ambassador for Youth, Work and Education.

Munich 2020/2021

Scholars selected to participate in the third cohort will receive (One Young World, 2020b):

- Full access to the One Young World Summit 2020 in Munich.
- Economy Air travel from country of origin to The Hague & transportation to Munich, return flight to country of origin from Munich.
- Hotel accommodation on a shared basis for the duration of the Summit
- Catering which includes breakfast, lunch and dinner.
- Ground transportation between the Summit accommodation and the Summit venue.
- Profiling in national media outlets where possible (see Annex IV).

Summit Deliverables for Scholars (One Young World, 2020b):

- Participation in Enterprise for Peace group meeting in The Hague prior to the Summit.
- Participation in all plenary sessions and selected side sessions.
- Participation in a dedicated workshop with all Enterprise for Peace delegates.
- Participation in a side session being run by the Dutch MFA.
- Some scholars may be selected as speakers to address the audience from the Mainstage.
- Participation of the Minister of Foreign Affairs or Ambassador for Youth.

Scenario sketching

Munich is the host city of the eleventh One Young World edition. This choice for this specific host city mostly depends on stakeholder management and the maintenance of the strong partnership with many German corporate partners (Tessa Daling, personal communication, 13 October 2020). Unfortunately, the Summit is delayed because of COVID-19. The Summit in Munich originally was

planned for October 2020, but postponed to 22 until 25 July 2021. This could mean that the pre-program is also rescheduled to July 2021. However, the 50 registered Munich Summit delegates were offered the opportunity to enter the program earlier, with prestigious access to the One Young World Academy starting September 21st until the end of January (One Young World, 2020g).

OYW has announced three scenario's in relation to the Summit in Munich in July 2021 (Tessa Daling, personal communication, 13 October 2020):

Scenario One

The ideal scenario is that the effects of COVID-19 have significantly bettered during the beginning of 2021, which would imply that the Munich Summit can unfold as originally planned. However, this scenario is highly unlikely as we expect that people cannot unrestrictedly travel in the near future.

Scenario Two

The second scenario implies that the Summit will be introduced in a hybrid format. This means that people will travel from their countries of residence where they are allowed to travel unrestrictedly to Munich. The remainder part of invitees will join the Summit digitally via a live-connection, as imagined in a *Britain's Got Talent* set-up. Currently, this scenario is most preferred by the Dutch MFA and OC. Yet, it is questionable how and whether partners will participate if the Summit will be hosted partially virtual (Tessa Daling, personal communication, 13 October 2020). Moreover, another uncertain aspect is that many youth in the focus regions do not have stable access to internet, which consequently excludes them from participation. Orange Corners advises OYW to make use of their extensive partnership portfolio and explore whether it is possible to collaborate with private partners to facilitate youth with an internet connection via internet vouchers for example. In addition, this hybrid format sketched in scenario two may resemble the Virtual Youth Forum hosted by the Dutch MFA in November 2020. Thus, OYW could consult the VYF team to further explore this scenario and its opportunities.

Scenario Three

The third scenario captures the idea that OYW will create geographical hubs: an European, African and Asian hub. This allows them to partner with national embassies, and this will unite delegates and scholars on the same continent. The idea will be that speakers will move to different continents as well, so that all participants gather physically or virtually to participate in this altered version of the original Summit. The disadvantage here is that participants will cluster on the same continent, and will therefore not be given the chance to come into contact with people from different backgrounds and nationalities. Another disadvantage is that OYW is likely to outsource most of their activities to national embassies, which gives them less control in the process.

What is essential in scenario two and three is a stable internet connection. The scholars' internet accessibility is an issue that OYW is very aware of. In these days where so much of the communication and OYW's offerings take place through the internet, there is a clear need for the scholars to have access to internet connection. Thus, they are handling this on a case by case basis, if and when scholars contact them with such issues. They are also continuously looking at

different contingency plans that they will use resource permitting and in line with the 2019-2021 contract with the Dutch MFA (One Young World, 2020h).

OYW granted more clarity on the scenario's around the end of calendar year 2020. Previously OYW planned to organize the Munich Summit in April 2021. However, the team decided to postpone the Summit from April to July 2021 hoping that the COVID-19 situation betters over time (Julien Ferrere, personal communication, 15 December 2020). OYW envisions a more flexible situation with less strict regulations around the summer in 2021; taking into account that people will be vaccinated in the beginning of 2021 and that borders will re-open. Hence, OYW hopes that by postponing the Summit by three months, scholars will have more flexibility to attend the conference either physically or virtually. Moreover, OYW expresses serious commitment to organization in July and state that it is unlikely that the Summit will be delayed once again. The Summit will be a mixture of all three scenarios described above. OYW plans to organize a physical conference in Munich, but will also organize regional hubs in i.a. Deli, Mexico, Sao Paulo, New York City, Nairobi and Johannesburg. The hubs in Nairobi and Johannesburg are of most interest to the Dutch MFA, and it is expected that for most EfP delegates Nairobi would be most easy to travel to. The idea is that the delegates can travel to these hubs - which allow for local gathering and team building – if they cannot travel to Munich. Yet, if the delegates cannot attend the conference in Munich or the regional hubs, OYW aims to virtually get the delegates on board. If delegates have not got strong enough internet connections to attend such a virtual conference, OYW will ensure that the EfP scholars will get a spot in the Tokyo Summit 2022.

Further updates on the final format will follow in April 2021. (Julien Ferrere, personal communication, 15 December 2020). However, OYW is clear about the fact that a Munich Summit will definitely take place in July 2021, because too much has been financially invested already (Tessa Daling, personal communication, 13 October 2020). Moreover, the Dutch MFA in collaboration with Orange Corners are given the task to review in what form they want to continue with the organization of the pre-summit programme. If the delegates will split up, meaning that a few travel to Munich while the others travel to the regional hub in Africa, this requires the Dutch MFA to explore the format, time and location of the pre-summit program. In illustration, it can be partially hosted in The Hague, and partially virtual to ensure that delegates who cannot travel to Europe can still attend. The pre-summit program can also be hosted in collaboration with local embassies, while it might also be an idea to host an completely virtual pre-program. Also, since the Summit is hosted in the middle of summer, which implies that many policy officers are on leave, the Dutch MFA may decide to host the pre-summit program a few weeks prior to the conference to ensure similar experience to previous editions.

Tokyo 2021

After three consecutive editions in Europe, the OYW team has decided that they wanted the host the twelfth Summit outside of Europe. The destination Tokyo has been standing long in line, and there are plans to organize next year's Summit in Tokyo (Tessa Daling, personal communication, 13 October 2020). Hence, because the Summit which had to take place in October 2020 was delayed to July 2021, it is most likely that OYW will organize the next Summit in Tokyo in May 2022 (Erik Parigger, personal communication, 24 October 2020). The summits are normally always hosted in the tenth month of the year, however it will be quite ambitious to organize two summits in the same calendar year. Consequently, OYW has announced the plan to host future summits every April, instead of October (Tessa Daling, personal communication, 13 October 2020). In addition, evaluating whether the Dutch MFA will continue their partnership with OYW is strongly influenced by the future plan to host the next Summit in Toyko.



This would be the first Summit in which the Dutch MFA will operate from outside Europe. Moreover, a Summit in Tokyo implies that the distance makes it almost impossible to fly over the delegates from the priority regions, to The Netherlands, then to Tokyo and on a flight returning to their place of origin. Not only will this trip be very costly, it is also not sustainable to fly over 50 individuals from all over the world to various destinations. Only if Amsterdam functions as a stopover on the flights between the priority regions and Tokyo, the Dutch MFA may decide to host the pre-program in The Hague for the fourth cohort (Laila Bouallouch, personal communication, 7 October 2020). Regardless, it still remains questionable whether the Dutch will finance and host a pre-program at all.

CHAPTER THREE

METHODS



METHODS

Chapter three describes the methodology to research past experiences, future expectations and further reflections on the partnership including the program of the pre-summit, the conference and the follow-up as OYW Ambassador.

3.1 Methodology

This evaluation report combines quantitative and qualitative research methods to explore motives for future partnerships as mentioned in chapter one. If we assume that future continuation of this partnership would be most valuable, it is important to determine the concrete aspects which can be improved within this partnership to make future collaboration a success, and to ensure that the next cohorts will get an optimal experience. Yet, this report also aims to investigate the added value of the partnership for the Dutch MFA and Orange Corners. In illustration, it is important to carefully review whether the current collaboration still fits within the current BHOS-policy as developed by Sigrid Kaag, as well as the partnership still complies with the *Youth At Heart* strategy. Moreover, the report will evaluate the elements that could change for the better, or the aspects that would add more value for all parties involved if they were adjusted or left out. Lastly, concluding suggestions will be posed if and in what form the Dutch MFA will continue its partnership with OYW. In addition, extra suggestions will be included concerning a future format if the Dutch MFA would want to be involved in Summits hosted outside of Europe.

In contrast, if we assume that it is more beneficial for the Dutch MFA to withdraw from the partnership with OYW, this would imply that the Dutch MFA should ask themselves whether they see alternative ways for them to collaborate and co-create with youth from the MENA, Sahel and Horn of Africa. If the partnership would come to an end, this will prevent youth from being offered the Enterprise for Peace Scholarship. Thus the Dutch MFA may consider an alternative program to still include Middle Eastern and African youth in their foreign policy-making, while also giving them the chance to accelerate their entrepreneurial initiatives, ensuring that they can represent themselves as a force of positive and sustainable change, networking with connections valuable for their work and giving them a platform to raise their youth voices. To be concrete, several options should be drawn which would review future possibilities apart from the partnership with One Young World. Two alternatives to the EFP programs are listed below:

- As the Department of Sustainable Economic Development is currently involved in the development of “Future of Work” policies, it would be interesting to organize webinars about the *Future of Work* for a young audience consisting of privileged and underprivileged youth. It would also be an idea to stimulate partners such as ILO and Palladium to organize trainings and workshops in collaboration with the Dutch MFA about the *Future of Work* via digital or physical platforms. In this way, youth become aware of the digital shifts in future society, while they get the chance to develop their skills, and provide input to the MFA regarding the topic.
- In addition to this idea, the Dutch MFA hosted a Virtual Youth Forum with multiple partners on 2 November 2020. An smaller event comparable to this Virtual Forum might be interesting to host in the future, as it includes a large number of young people from the focus regions, invites them to the table and involves them in public debate. You could even explore how you might combine attendance to the forum with a scholarship and/or an academy program which would be a good way to ensure that young people also are given the opportunity to further develop and enhance their skills.

Research objectives

The insights which are provided through the quantitative and qualitative research methods are useful for integration in the cost-benefit analysis. The main question which this report tries to answer is the following *“Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?”* In order to establish an answer to this question, it is important to carefully review all positives and negatives of each strategy, which is followed by the strategic advice and recommendations to the Management Team of the Department of Sustainable Economic Development.

One Young World annually publishes Impact Reports based on the Social Return on Investment methodology inspired by Social Value UK and devised in discussion with PwC (One Young World, 2020a). According to One Young World, investment in the youth who attend the Summit is translated in the social value they deliver partly because of the event’s possibility to inspire and accelerate (Tessa Daling, personal communication, 13 October 2020). Annually Fifty Ambassador-led initiatives are chosen for evaluation to represent the diversity of the One Young World Ambassador Community. They are selected to represent all 17 Sustainable Development Goals (SDGs) and eight geographic regions – Europe, Asia, MENA, Africa, North America, Caribbean, Latin America and Oceania (One Young World, 2020a). The 2018 OYW Impact Report stated that “for every US \$1 invested, One Young World ambassadors deliver US \$13 of social value”. Yet, for the 2019 OYW Impact Report the number has raised to US \$15: “The average Social Return on Investment ratio for the One Young World community is 1:15, meaning that an investment of \$1 delivers \$15 value in terms of positive social impact” (One Young World, 2020a). Yet, it is questionable to what extent this positive return on investment is based on self-reporting remarks, and therefore biased. If this number is indeed supported by the impact created by the delegates as result of their attendance to the Summit, it may be recommended that OYW explores upscaling of their invitees.

Moreover, the context is as following: the Dutch MFA spends 4.6k on an individual EfP delegate for a total time span of approximately one week (2-day pre-summit programme plus the 4-day conference). This time span refers to the execution of the program; the preparations take longer and also poses budgetary constraints on the financial fund. The investment costs as result of the scholarship total a sum of 300,000 euros. With the scholarship, a limited group of 50 Middle Eastern and African youth are targeted while annually 5000+ applications are received (see chapter 2.6).

The research report aims to find out whether the Enterprise for Peace Scholarship sufficiently inspired the young entrepreneurs and change makers to integrate the gained knowledge and network in their already existing entrepreneurial initiatives. Knowing that the objectives of the pre-summit program and the OYW Summit differ (see table 1) we might ask the following questions per program to identify how and if the investment of the Dutch MFA in EfP scholars involved in previous cohorts delivered positive social impact:

Objectives pre-summit program	Objectives Summit
To introduce	To inspire
To familiarize (i.e. with Dutch policy-making)	To accelerate
To get to know one another	To network
To teach	To identify
To co-create	To promote
To brainstorm	To connect

Table 1: Objectives of pre-summit program vs Summit

Pre-summit program:

- ➔ What key highlights stuck with the delegates after their attendance to the pre-summit programme in The Hague?
- ➔ Did the insights fuel some of their new projects or ideas?
- ➔ In what way did exposure to life in The Netherlands inspire the youth to alter their way of living?
- ➔ Did the pre-summit programme allow for new co-created insights initiated by the collaboration between the Dutch MFA and youth?

Summit:

- ➔ Did attendance to the OYW Summit inspire the EfP scholars to the extent that it accelerated their social impact initiatives?
- ➔ To what extent were the delegates inspired to leverage their employer to create social impact after attendance to the One Young World conference?
- ➔ To what extent were the delegates inspired to start a new social impact initiative after attendance to the One Young World conference?
- ➔ To what extent were delegates inspired to join an existing initiative to effect positive change after attendance to the One Young World conference?

Based on these input, we will be able to formulate an answer to the main research question: "Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?"

3.2 Analysis A: quantitative analysis

Survey for current OYW Ambassadors

An online survey is distributed among all 50 of the third cohort's EfP scholars to measure their attitudes towards the EfP scholarship. 42 scholars filled in the survey, and it is not expected that the missing information from the 8 non-respondents would have produced different results. Since the participants have not yet attended the pre-summit program and the conference, the survey asked them to provide their opinion on the OYW academy (regarding the sessions, its structure, the expert lecturers, the coursework, the overall set-up and suggestions to improve the program). Next, the survey will mainly ask them what they expect from this year's summit in Munich and from the pre-summit program in The Hague.

The questionnaire consists of three elements and captures insights on how the One Young World Ambassadors reflect on their attendance to the 1) OYW academy, and expectations towards 2) the pre-summit program and 3) the OYW Summit.

Examples of survey questions:

On a 7-point Likert scale, please indicate how satisfied you are with ..., where 1 = not satisfied, and 7 = satisfied.

1) About the OYW academy

How satisfied are in general with the set-up of the sessions provided by the academy?
To what extent are you satisfied about the course deadlines?
To what extent do you feel that you are improving as a learner?
To what extent do you feel comfortable reaching out to the team of OYW when you address personal issues which make it more difficult for you to actively participate in the academy?

To what extent do you take an active part in the lectures?
Are the lectures interesting and valuable in your opinion?
Do the expert lecturers try to connect with you on a personal level and include everyone to their session(s)?
Do the expert lecturers let you know what and when something is expected from you?
Do you perceive that the grading of your coursework is fair in relation to other students?
Do you enjoy taking part in the academy?
To what extent does the reward of publishing your coursework by Oxford University and winning tickets to the Summit in Tokyo in May 2022 motivate you to do your uttermost best?

2) Expectations of the pre-summit programme

Please describe what you already know about being invited as an EfP scholar to the pre-summit program in The Hague?
Would you still be as excited to participate in the pre-summit program if it is hosted digitally because of COVID-19?
In what way do you imagine learning about the activities of the Dutch MFA in the pre-summit program?
What activities would you like to see in the pre-summit program?

3) Expectations of the conference

Please describe how you visualize the Summit in Munich.
Currently, all global citizens have to adjust their daily lives because of the sudden disruption of COVID-19. There is a strong chance that the Summit in Munich will take a different format as we are used to.
- Please formulate whether you are still interested in a completely virtual Summit.
- Please formulate whether you are still as excited about the Summit if you are not allowed to travel to Munich.
- Please formulate whether you think that the conference itself will still be as interesting and valuable to you even when you cannot physically attend.

The responses given in the survey are summarized in chapter 4.3

Please review Annex I to review the information guide developed for the survey.

3.3 Analysis B: qualitative analysis

Interviews

For the purpose of this evaluation report, multiple interviews are conducted among the policy officers employed by the Dutch MFA, One Young World, certain One Young World Ambassadors involved in the first or second cohort and Orange Corners. The interviews ask the participants to carefully review their past involvement in the 1) pre-summit programme, 2) the One Young World conference(s), 3) follow-up as an ambassador.

The Dutch MFA and Orange Corners

The interview measures attitudes among the collaboration between the Dutch MFA and Orange Corners in the organization of the annual pre-summit program. Next, both parties are asked to reflect on the relevance and added value of the pre-summit program, and are asked whether

cancellation or an alternative for the pre-program is option considering that the next OYW Summit takes place in Tokyo.

Participants who have indicated that they are employed by the Dutch MFA are asked a few additional questions about the partnership with OYW. In illustration, the questions will indicate whether the participations support future continuation of the partnership, or whether they would rather suggest some adjustments to the MFA's involvement. We will also investigate whether the participants believe that the partnership (still) aligns with the Youth At Heart strategy and the BHOS-policy.

Examples of interview questions:

1) General - introduction

How do you review the written and verbal communication with One Young World?
How would you describe the partnership with One Young World? Did it get better or worse over time? (i.e. in terms to management, your contact person, the programme, communication, preparations for pre-summit programme and conference, selection of the delegates)
How satisfied are you with your current partnership with One Young World?

2) The pre-summit program

Were delegates given the opportunity to make valuable new connections with Dutch policy officers, delegates, or other parties during the pre-summit programme?
Do you believe that the delegates have gotten a better understanding of the activities of the Dutch MFA after their attendance to the pre-summit programme?
Were delegates given the opportunity to share their thoughts, insights, input and experiences with the Dutch MFA during co-creation workshops?" Also, was their input used in future projects?
What could be improved about the pre-summit programme content-wise?
What can be improved about the organisation of the pre-summit programme, if anything?
What should be left out of the pre-summit programme, if anything?

3) The conference

How would you describe your attendance to the OYW Summit?
o What did you like?
o What would you rather see improved?
o What did you dislike?
What sessions have made the greatest impact on you?
What sessions have left the greatest excitement and admiration about the delegates in the first cohort?
What sessions have left the greatest excitement and admiration about the delegates in the first cohort?
To what extent do you believe that attendance to the Summit made a present mark on the previously involved delegates? (i.e. in terms of professional development, broadening of your network)

4) Follow-up - closure

Do you believe that the collaboration between the Dutch MFA and OYW is still relevant?
Do you foresee other ways for the Dutch MFA to enhance meaningful youth participation in the Middle East and Africa, apart from its involvement in OYW? If so, how?

According to your own experience with OYW, does the partnership of the Dutch MFA with OYW still align with the BHOS-policy and Youth At Heart strategy?
What would the ideal form of collaboration with donors such as One Young World look like to you?

List of interviewees:

Orange Corners	Dutch Ministry of Foreign Affairs
Erik Parigger (<i>Coordinator Responsible Business Conduct & Youth Employment and Entrepreneurship Advisor</i>). Erik has worked for One Young World in London. In commission of Orange Corners he annually selects the EfP scholars together with Laila. He carries inside information about OYW and has insights into what could be improved.	Laila Bouallouch (<i>Policy Officer Youth Employment</i>). Laila is project coordinator; file holder; the focal point of communication, and representative for the Dutch MFA in its collaboration with OYW. She has pledged for the partnership between the Dutch MFA and OYW, and assigned the Enterprise for Peace Scholarships for the third year in a row now, and strongly advocates for the inclusion of youth participation in Dutch and foreign policy.
Theodore A Klouvas (<i>Policy Officer Youth, Education & Work</i>). Theodore was involved as a 2018 delegate and is annually involved in OYW on behalf of Orange Corners.	Tijmen Rooseboom (<i>Youth Ambassador and Youth Envoy</i>). Interesting to talk to Tijmen about the collaboration between the Dutch MFA and OYW, and his visions on the importance of the partnership. Moreover, he gave a speech during the OYW conference in London in 2019.
(<i>Intern student at Orange Corners and OYW Ambassador</i>). Interesting to hear about their experiences on the OYW pre-summit program and the Summit.	Johan Veul (<i>Head of Private Sector Development</i>). Johan is a management team member of department DDE. It is interesting to understand how he sees the future for potential collaboration between Dutch MFA and OYW.
	Nathalie Goncalves Aurelio (<i>Policy Officer Private Sector Development</i>). Nathalie attended the OYW Summit as a delegate during the second cohort.
	Job Runhaar (<i>Policy Coordinator Sustainable Economic Development</i>). Job attended a session organized in the 2019 pre-summit.
	(<i>Minister of Sports and Youth in Chad and OYW Ambassador</i>). Interesting to hear about their experiences on the OYW pre-summit program and the Summit.

The remarks from the policy officers of the Dutch MFA and Orange Corners are integrated in chapter 4.1. The responses provided in the interviews with the two OYW Ambassadors are merged in chapter 4.2, because they are former EfP scholars. Yet they were particularly interesting to interview because of their career development paths. *Please note that their first and last names are not mentioned to protect the identities of the EfP scholars.*

One Young World

The purpose of the interview with OYW is to investigate how they review the partnership with the Dutch Ministry of Foreign Affairs. For most of calendar year 2020 – the period when this evaluation report was written - the focal point of contact between the Dutch MFA and OYW has primarily been Tessa Daling and therefore she has been interviewed for this purpose. OYW was asked to carefully review the partnership based on level of satisfaction (e.g. regarding communication, scholarship programs, finances, pre-summit) and could state their points of improvement. Moreover, they are asked to indicate the items that distinguish the Dutch MFA from other partners included in their portfolio. Lastly, they were asked to indicate how they see future continuation of their partnership, which allowed them to open up about expectations et cetera.

Examples of interview questions:

1) General – introduction

Please describe your partnership with the Dutch Ministry of Foreign Affairs?
How would you review the communication with the Dutch MFA prior to the summits and during the actual conferences?
How would you describe the Dutch MFA in relation to other partners included your partnership portfolio?
What specific benefits does the partnership with the Dutch MFA provide you?

2) Points of improvement

Please describe how satisfied you are with the verbal and written correspondence with the Dutch MFA.
Is there enough space for you to provide constructive criticism to the Dutch MFA when necessary?
Has there ever been tension between OYW and the Dutch MFA?
Please describe your professional relationship with Laila from the Dutch MFA and Erik from OC.
Are you currently satisfied with the way in which the Dutch MFA and OC select the EfP scholars?

3) Follow-up – conclusion

Are you still sufficiently in touch with your One Young World Ambassadors of the first and second cohort?
How can you - in collaboration with the Dutch MFA and OC - constructively guide the One Young World Ambassadors of the first two cohorts?
How does your ideal future relationship with the Dutch MFA look like?

List of interviewees:

One Young World
Tessa Daling (<i>Associate Director</i>). Tessa worked as Associate Director for One Young World in London and was the focal contact point for the Dutch MFA.

The remarks by One Young World are not integrated in chapter four, instead they are integrated in chapter two.

Please review Annex I to review the information guide developed for the interviews.

Focus groups

OYW Ambassadors

10 to 15 One Young World Ambassadors were interviewed from each cohort to gain a representative picture of their experiences with OYW, the Dutch MFA and OC. In total four focus groups were hosted inviting group of 5 to 7 One Young Ambassadors of the first and second cohort. The set-up was divided into three main elements asking for their experiences of the pre-summit programme, the main Summit and the follow-up now they are a One Young World Ambassador. Moreover, an inclusive and diverse group was invited to participate in the focus groups, in which at least half of the participants are women and ensuring that the group includes some individuals with a disability.

Examples of interview questions:

1) General – introduction

Please describe your involvement in One Young World.
Please name one of your best memories to the One Young World conference.
Please name one general point of improvement that immediately pops-up in your mind when you think back of your attendance to the One Young World conference.
How would you review your experience with the Dutch Ministry of Foreign Affairs and/or Orange Concerns?

2) The pre-summit Programme

Please elaborate on your attendance to the pre-program in The Hague.
How would you describe the guidance prior and during your arrival by Laila from the Dutch MFA and Erik from OC?
Have you made valuable new connections with Dutch policy officers, delegates, or other parties as result of your attendance to the pre-summit programme?
Have you gotten a better understanding of the activities of the Dutch MFA after your attendance to the pre-summit programme?
Have you shared your thoughts, insights, input and experiences with the Dutch MFA during co-creation workshops?" Also, did you had the feeling that you were taken seriously and that your input were valuable for future projects?
What would the ideal form of youth participation with donors such as The Ministry of Foreign Affairs of The Netherlands look like to you?
What could be improved about the pre-summit programme content-wise?
What can be improved about the pre-summit programme, if anything?
What should be left out of the pre-summit programme, if anything?

3) The conference

How would you describe you attendance to the OYW Summit?
o What did you like?
o What would you rather see improved?
o What did you dislike?
What sessions have made the greatest impact on you?
Has attendance to the Summit made a present mark on you? (i.e. in terms of professional development, broadening of your network)
Would you suggest attendance to the OYW Summit to your friends and family?

4) The follow-up - closure

Are there things that you have accomplished purely because you are now an Enterprise for Peace Advocate and an One Young World Ambassador?
Are you still in contact with some of the connections which you made because of your attendance to the Summit?
In what way are you currently involved with One Young World after your attendance to the Summit one or two years ago?
How would you describe the follow-up with One Young World after you have attended their summit? (i.e. in terms of follow-up emails or text messages, feeling of inclusion in their alumni network, professional opportunities)
What would like you like see from us in terms of follow-up and continued relationships with the Dutch government and Orange Corners?
How has being an EfP scholar helped you to develop professionally?
How has the Dutch MFA and/or helped you to develop professionally?



List of candidates:

All 50 ambassadors from the first and second cohort were invited to participate in one of the four focus groups. Eventually 10 OYW Ambassadors involved in the first cohort and 14 OYW Ambassadors involved in the second cohort agreed to participate in the focus groups. The output of the focus groups are summarized in chapter 4.2. This includes the interviews with the two OYW Ambassadors.

Please review Annex I to review the information guide developed for the focus groups.

CHAPTER FOUR

DATA COLLECTION AND ANALYSIS



DATA COLLECTION AND ANALYSIS

Chapter four analyses the data as collected by the survey, interviews and focus groups. The sections come with areas of merit which describe the positive elements of the program, while the areas of improvement advocate for a review of the aspects mentioned.

4.1 Interviews Dutch MFA and Orange Corners

The interviews have been particularly helpful towards understanding how policy officers working for the Dutch MFA and Orange Corners reflect on the partnership. Many aspects have been discussed, and the remarks of the interviewees are categorized among the categories: areas of merit and areas of improvement. The remarks per category are summarized below. It is important to remember that this chapter only integrates the interviews conducted among the policy officers working for the Dutch MFA and Orange Corners. Most the interviewees reason from a professional viewpoint, and base their perspectives on the question “How is the partnership is beneficial to the Dutch MFA?”

The perspectives are of subjective nature and were shared in full confidence. As a consequence, remarks cannot be reduced to the identity of the interviewee. The identities of the interviewees are strictly protected and their information is dealt with strictest care. Thus, sensitive content of the interviews will not be openly shared among other parties excluding the researcher.

Areas of merit

Strategy alignment

According to the interviewees, the advantage of this partnership for the Dutch MFA is that the visibility of the Summit allows for brand awareness. Moreover, the pre-summit program and the Summit allows for increased attention drawn to the BHOS-policy and *Youth At Heart* strategy. This is specifically beneficial for the Dutch MFA since their activities concerning youth inclusion in foreign policy is shared among a large variety of potentially interesting stakeholders. The reach via an One Young World summit is enormous, and allows them to convey their message among a diverse group. Moreover, the Dutch MFA increasingly focuses on youth participation within their policy-making, and strives towards co-creating the future with youth.

Furthermore, the partnership with One Young World and the Dutch MFA presents youth with the opportunity to attend a platform which invites youth to raise their voices on topics which are relevant to them. This helps to increase visibility for young entrepreneurs and change makers from the focus regions. The focus of the conference (i.e. youth participation, gender equality, inclusion) and the topics discussed during an One Young Summit (i.e. sustainable development, female entrepreneurship, climate crisis) narrowly align with the BHOS-policy as developed by Minister Sigrid Kaag. Hence, A point of criticism is that Minister Kaag could preferably be more strongly involved when the youth visit The Hague for the pre-summit program. Both parties would learn a lot from each other once there would be time and space to host a dialogue between them.

Branding

The OYW network provides the Dutch MFA with valuable connections. In illustration, the Dutch MFA is given the opportunity to get in touch with a large group of different like-minded (private and public) stakeholders, they may represent themselves during the speech opportunities (i.e. the speech on diversity and inclusion given by Ambassador Tijmen Rooseboom in London) (Ministerie van Buitenlandse Zaken, 2020a) in which our well-developed *Youth At Heart* Strategy & the BHOS agenda accompanied with practical stories by youth were conveyed to the audience,

and they work together with an interesting group of local entrepreneurs and change makers from the focus regions.

An advantage of the partnership is that it makes The Netherlands visible as a country that supports initiatives touching the field of youth in developing countries. The partnership also helps to draw attention to Sigrid Kaag and her BHOS-policy, as well as it provides a support base, recognition for Dutch foreign policy-making and branding opportunities.

Networking

The OYW conference is a gathering that allows for networking. Individuals who are active within the area of youth employment, youth entrepreneurship & meaningful youth participation, but also within areas of education, private sector development and sustainability gather during these Summits. This results in an inspiring atmosphere, where people can lay connections with others which could potentially be interesting for their careers. Moreover, the conference is also a place where the public sector meets interesting players active in the private sector, next to a handful motivated young entrepreneurs and change makers. The Summit brings the Dutch MFA into contact with relevant people working in their area of focus. Furthermore, the social network attached to it in a physical and virtual sense – as OYW has a great reach via social media – is a positive component of the partnership.

The private sector partners are very interesting to the Dutch MFA and Orange Corners. In illustration, Orange Corners currently researches the business climate of 28 developing countries. For them it is extremely valuable that they can fly over and come in direct contact with (youth-led) private parties operating in these countries, to gain a better understanding of the challenges they face when doing business in their country of residence.

Database of OYW Ambassadors

According to an interviewee it is very valuable that a network of OYW Ambassadors is built after their involvement in the program as an EfP scholar. This database is of benefit to the Dutch MFA as they may select and extract individuals from this network, who may help them with future projects, strategies or other activities which require youth consultation and/or their expertise.

In addition, this database of OYW Ambassadors could also function as source of contacts, and source of expertise for local embassies in the focus regions. The Dutch MFA brings the youth into contact with the embassies after their attendance to the OYW Summit. In certain cases there is strong follow-up, yet in many other cases this could be improved. However, in general it remains important that the Dutch MFA tries to be selective of youth in such a way that not only the same individuals are consulted when needed. An interviewee mentioned that it is important that the Dutch MFA and the local embassies should make optimal use of the wide variety of individuals in the database.

Inspiring nature

The OYW Summits are immense, overwhelming, professional, full of energy and well-coordinated. Overall, all interviewees who have physically attended a Summit stated that it is an impressive conference. Especially the opening ceremony which hosts flag bearers who represent (almost) all countries in the world left a mark on many (mainly because of its size, inspiring nature and the cultural diversity). Inspiring and well-respected speakers are annually invited to share their messages on main stage. The EfP scholars who attend the conferences are told stories by people of the same age, individuals of similar heritage, or other individuals whom they look up to. In general, the conferences both inspire the policy officers working for the Dutch MFA and the EfP

scholars, who are both highly encouraged to integrate the main take-aways in their future work and professional lives.

Moreover, this inspiring nature is the element that sticks to the mind of many former attendees. The original goal of the Dutch MFA was to bring EfP scholars in contact with their local embassies after their attendance to the pre-summit program and the Summit, so that they can transfer the inspiration, experiences, key messages and lessons learned to other youth inside and outside of their communities. Ideally seen this would make them a Youth Ambassador in their country of residence, spreading what they have learned or seen during the pre-summit program and the Summit.

Another “inspiring aspect” is that youth who are not the “usual suspect” are given the chance to be inspired by a conference in combination to attending pre-summit program in a Western country. Some had never traveled to Europe before, and these people are given a valuable opportunity which helps them to take home key experiences which they could then integrate in their social enterprises and personal lives.

Pre-summit program

According to the interviewees the pre-summit program forms an important component of the visit of the scholars to Europe. Many state that the pre-summit program can be considered as a well-designed standalone event which truly contributes to the entire experience. One interviewee in particular said that the impact of the scholarships on youth and the Dutch MFA & Orange Corners itself would not be of comparable value if the pre-summit program would be left out.

Interviewees mentioned that a pro of the pre-summit program is its potential to connect youth from our focus regions with The Netherlands, and Dutch policy-making. This short-term visit to The Netherlands introduces them to a different – and oftentimes more sustainable – way of living, which may broaden their perspective of life. According to one interviewee the additional objective of the pre-summit program was to make the youth reflect on how they could support sustainable development in their professional careers. This person also stated that this 2-day program was of great value to the Dutch MFA. Especially the input provided by youth concerning the foreign policy in the Middle East and Africa, provided the Dutch MFA with food for thought. Yet, it remained debatable whether the Dutch MFA was able to extract as much out of it as they hoped.

Co-creation and co-design of Dutch MFA policy

The pre-summit program allows for great interaction between the Dutch MFA and the scholars. The interactivity allows for the co-design and co-creation of existing policy notes and future projects. Instead of only talking about youth, the pre-summit program offered both parties a good chance to exchange thoughts and perspectives on the work they both do. One interviewee mentioned that the pre-summit program is crucial in this partnership. Great interest and concern is shared by the Dutch MFA to narrowly work together with youth from their focus regions. This also implies the further exploration of the connections made with previously involved delegates. According to an interviewee, it would not be sufficient to only grant a scholarship to youth. Instead this interactive component makes the EfP scholarship very valuable to the Dutch MFA itself.

The partnership provides benefits to the Dutch MFA, as the scholarships granted to youth from their focus regions allow them to listen to youth who tell them about the actual situations in their countries. Most delegates have grown up in regions which are of interest to the Dutch MFA, and thus they are suitable actors to inform the policy officers about i.e. the main challenges they experience when transitioning from education to the labor market, the difficulties they experience

when searching for a job, the governmental/ political/ economic challenges in their countries which withhold them from further professional or personal development et cetera.

“By investing in these youth, you ensure their exposure to a broader mindset, bonding with like-minded individuals and a community feeling where the EfP scholars are free to share frustrations and questions which each other. This stimulates recognition and motivation among one another. As youth are placed out of their comfort zones, and we stimulate them to think outside of the box, they can learn a lot from each other and we can learn a lot from them”.

Areas of improvement

Subsequent investment in youth after return

Granting scholarships to a relatively small number of youth from the focus regions provides various benefits to the Dutch MFA. One interviewee mentioned that an advantage of working with a relatively small group of individuals is that it is should be possible to keep in contact with them even after return to their countries of residence. Yet, this requires the Dutch MFA to free up the resources to invest sufficient time and energy in the follow-up with the individuals. The interviewee doubts whether this is sufficiently done for the previous two cohorts. They suggest that it is good to consider whether sufficient resources will be available in the future, once the number of delegates is increasing even more.

Commercial nature

Some interviewees mention the commercial nature of the Summits, and hope to see that OYW reformulates the selection criteria for partners in their portfolio. They state that especially companies active in the private sector are not carefully selected, as they can literally buy their spot in the program. Parties which are interested in participating in the conference may do so in exchange for financial payments. With that comes the opportunity to hosts sessions in which they can talk about topics which are relevant for them. During the Summit it is often seen that private parties invite their youth to the stage to go over their commercial activities and its contribution to a sustainable future. Yet, if this message is spread by a multinational, this is not received well by many. According to OYW, the audience becomes more critical of the speakers every year (Tessa Daling, personal communication, 13 October 2020). Moreover, they have been accused of inviting partners to the stage who seem to be involved in greenwashing activities.

Delegate selection by private partners

Private partners are motivated by OYW to select top talent from within their organization, after which they may send them to the Summit. This means that private partners often internally recruit young employees involved in their own training or talent programs. Since youth are not externally recruited, this leaves less space in the program for youth who have not got these “privileged connections”. As the Dutch MFA select delegates in an opposite way, the internal selection by private partners is often questioned by the interviewees. They state that OYW could be more critical in selecting who should be given the stage and a spot within their conference. They hope to see that OYW becoming more demanding of their partners and the delegates they select. One interviewee in particular mentioned that *“The One Young World conference is not a critical forum. Instead it is one spreading positivity”*. This partly captures the fact that private partners literally can buy their spot within the program, after which they often select youth from within their network as company delegates, which as a consequence mainly poses opportunities to privileged youth. The Dutch MFA would rather see that a greater number of underprivileged youth would be included in the Summits.

Speakers

The speakers have been criticized by some of the interviewees, as they claim that OYW mainly invites famous and well-known keynote speakers to their podium. Yet, these celebrities (i.e. Doutzen Kroes) sometimes do not work on the areas which are widely discussed during the Summits. This makes it questionable whether their status is primarily used to draw (media) attention to the Summit, instead of contributing to substantively strong sessions. Another critical remark is the distance between speakers and youth in the audience. The Dutch MFA and Orange Corners hope to see that OYW thinks about ways to increase engagement and interactivity with the audience to reduce this distance.

Another point of criticism is that the conference could improve in inviting youth to the stage. Most celebrity-speakers who are invited to talk on main stage do not classify as youth, yet they tell stories which should apply to youth. One interviewee would rather see that youth themselves would tell these stories, which would be more in line with the *youth inclusion* component OYW stands for. Another interviewee mentioned that most Q&A sessions with speakers happened sideways instead of on main stage. According to them this was very unfortunate, because it deprived the chance from youth to raise their voices and interact with speakers on topics they needed more clarity on. Because of the lack of interaction between the speakers on main stage and the youth in the public, this person wondered whether the youth in the audience were sufficiently involved in the sessions which happened on the podium.

Intensity of the program

The interviewees who attended the pre-program and the OYW Summit made some remarks about the tight schedule and full program. According to one interviewee the OYW conference became tiring at a certain point, because of the continuous transmission of information.

No clear objective

Interviewees indicated that it is unclear to them what the ultimate objective of the OYW conference is. Overall, they are aware of the fact that One Young World mainly tries to inspire, despite one interviewee questioned whether this aligns with what the delegates hope to learn through their attendance. Interviewees hope to see that OYW becomes clearer in their formulation of what exactly they aim to endow to its participants.

In illustration, for most interviewees the OYW conference was inspiring, however they question whether it has inspired them sufficiently to undertake positive action as result of their attendance. Yet, this may be because the policy officers working for the Dutch MFA or Orange Corners are already actively working on subjects such as sustainable economic development and international development cooperation. They did observe that the conference had a different effect on the EfP scholars who joined them. For them, the program and its content was much more eye opening and many of them stated that the speakers, workshops or new contacts were most likely to drive them to concrete action once they would return to their country of residence.

Selection of EfP scholars:

The interviewees are overall satisfied with the annual selection of EfP scholars by the Dutch MFA in collaboration with Orange Corners, as the pool includes an equal male/female distribution, pays serious attention to individuals with disabilities and/or handicaps and well-represents the focus regions. One interviewee complimented the diverse mix of underprivileged and privileged youth. He stated that the privileged youth are needed to provide body, while they may also have the professional network which could be of interest to the Dutch MFA. What also often happened was that the privileged youth would steer and guide the underprivileged youth or youth with disabilities, causing both parties to benefit from each other's support.

Another interviewee agreed and stated that there is a lower limit is needed in terms of selectivity. In illustration, the delegates should be competent enough to speak and understand the English language, they should possess entrepreneurial and social skills, and should be motivated to continue creating impact once the conference has ended. In addition, one interviewee states that he would rather not see delegates in the cohort who have attended a similar conference more than twice.

On the other hand, some mentioned that more attention should be given to including a greater number of underprivileged youth (including refugees, youth living in conflict areas et cetera) in the pool. Important here is defining how the Dutch MFA could be of greatest benefit to these youth. Interviewees can imagine that underprivileged youth would adhere great value to a program including trainings, a buddy system, workshops which provides them with concrete gains. They question whether One Young World would be the right platform for this.

Lack of follow-up:

Orange Corners is the frontrunner in terms of follow-up, yet the Dutch MFA could improve on this aspect. An interviewee mentioned that there is mediocre contact with some of the OYW Ambassadors involved in previous cohorts. Yet, originally it was planned that the local embassies would reach out to the EfP scholars once they would return to their country of residence. In the majority of cases the embassies are out of touch with the Ambassadors, which according to the interviewees is very unfortunate. They believe that contact with the Dutch MFA should not stop once the pre-summit program in The Hague and the OYW conference has ended.

One interviewee said it not too late for the embassies to (re-)establish contact with the OYW Ambassadors. He believes that the Dutch MFA should strongly encourage embassies to reach out to the youth earlier involved in the OYW program, and thinks it is unfortunate if the contact between all parties dilutes as soon as the event is over. Another interviewee mentioned that the contact between the embassies and the EfP scholars depends on mutual effort of all parties involved. In illustration, the local embassy should invest in their relationships with these youth, while the Dutch MFA has the job to consistently involve the embassies within the partnership, while they must also clearly inform them what kind of contact and follow-up is expected from them.

Overall opinions on the partnership

“The financial costs of this partnership are relatively low in comparison to other projects financed by the Dutch MFA. Moreover, the scholarships are for a good cause, since we provide a large group of young people from our focus regions with great opportunities. In addition, we as the Dutch MFA also stimulate youth entrepreneurship in line with our YaH strategy which makes this a win-win situation. Thus, there is no reason to not continue with the partnership.

Yet, the Dutch MFA but especially OYW must question themselves what we all wish to get out of this partnership. Especially in times of COVID-19, and with eye to the future. OYW shall be given the assignment to re-invent themselves. It would be great if they would picking up on a digital future, dedicating a part of their program to online mentoring, masterclasses & courses, and virtual networking. Once we know how they wish to proceed their activities, we as the Dutch MFA can decide whether we foresee a future relationship with them.”

"I do not think that it is an option to cancel the pre-summit program. Especially in times of COVID-19 it is important for the Dutch MFA to consider alternative ways of organizing a physical pre-summit. It may be an idea to collaborate with local embassies or to host an virtual one or two day pre-summit event. The Dutch MFA should brainstorm about its format, and the objectives of this year's pre-summit.

I wonder how One Young World is going to shape its conference next April. Do we even want to continue with the partnership in an altered manner? The first year has been a pilot year, and the two years which followed were 'logical' because these Summits were hosted in Europe. Do we still want to continue with this partnership even if the conference will be hosted outside of Europe? And what to do then with the pre-summit program? These are important questions which need to be answered before we can decide our next step."

"Digital conferences are going to be the new future format. This poses challenges for people living in areas that do not support stable Internet connections. Thus, this should be well thought-through by the OYW team, to make sure that they can continue targeting an inclusive group of individuals. It would be good if they find ways to support people with no Internet access, and maybe they could offer workshops on digital literacy.

Variations of former physical conferences ask for flexibility, and thus we as the Dutch MFA should respond with great flexibility. We must also ask this from our 50 EfP scholars. I do not believe that the conference loses its value once it becomes a virtual or hybrid event, and I also believe that the digital format should not be a reason to end the partnership. Instead, once a virtual OYW event satisfies our expectations, we could examine whether we even want to go back to physical conferences."

"I believe that a fully virtual conference comes with many challenges and disadvantages. Not only is the chance bigger that the youth will not connect with each other; it also reduces the dynamics and sparks which people normally experience during a physical OYW Summit. The Dutch MFA should not step into the role of a financial support package. If the OYW Summit does not lead to physical gathering, this partnership becomes less relevant to us. Maybe the Dutch MFA should then decide to skip a year."

"We should ask ourselves critical questions about the partnership with One Young World. We should investigate what the scholarship costs per local change maker and how this is translated in local and social impact. Furthermore, I advocate for offering youth with limited resumes the opportunity to expand the activities and

experiences on their resumes. On the other hand, youth with great networks and social media contacts are of great value to us. I do believe that the podium we provide them with is a wonderful for both worlds. However, I think it might be good to consider asking more from them in return.

For me it is not debatable whether the pre-summit program stays in, or not. I also believe that it might be better to withdraw from the partnership once the Summit is no longer hosted in Europe. For 300.000 euros you can also organize a well-established youth-led program in The Netherlands.”

4.2 Focus Groups with former EfP scholars

Four focus groups have been hosted for the purpose of this evaluation. The focus groups invited former EfP scholars and current OYW Ambassadors from both the first (2018) and second (2019) cohort. They lasted about one hour to one and a half hour, and consisted of three components: reflections on the pre-summit program, the main OYW conference and the follow-up as OYW Ambassador. All responses were recorded and noted, yet the identities of the individuals are protected and kept in full confidentiality.

An repetitive remark which came up was the fact that the pre-summit program overall was more positively appreciated and more valuable in comparison to the conference. The pre-summit program was perceived as warm and interactive with the EfP cohort. The scholars were given the opportunity to connect with like-minded entrepreneurs and local change makers. They appreciate the brainstorming sessions with Dutch policy officers and Orange Corners which were used to discuss upcoming projects in their countries. Moreover, they are very positive about the freedom they were given to start dialogues with interesting stakeholders and ask them questions. Yet, most of the scholars were not as positive about the tight schedule and recommend adding an extra day to the program. In contrast to the pre-program, the Summit was more overwhelming and distant according to most delegates, which is why many prefer the pre-summit program over the OYW conference.

A) Pre-summit program:

Areas of merit

Tour of The Hague:

The EfP scholars were guided through The Hague to get a better understanding of the history of the city. Most of the scholars loved this experience, and realized that there are many differences between the environment they grew up in and The Netherlands. Some scholars would have rather seen more attention being spend to getting to know The Netherlands, with The Hague in particular. They mentioned the indirect benefits they experienced when being exposed to a completely different lifestyle, environment, landscape, culture and history. One interviewee in particular mentioned that she was inspired to become more sustainable once she returned home, after seeing how conscious the Dutch are regarding their meat consumption or traveling by bike when it is not necessary to drive. In illustration, the scholars were most of the times given meat-free diners in the evenings, which drove some to behavioural changes when they returned home. However, some were more critical and complained about the Dutch food. They would have appreciated a diet including meat, making a vegetarian diet an option instead of the sole option. They advise the Dutch MFA to note the cultural differences and anticipate on these.

Program:

According to the scholars, the content of the program was good and there was enough variety. It was an interesting and exciting experience to meet and brainstorm with policy officers, but also to meet the other EfP scholars. What everyone had in common was their interest in youth empowerment and employment. Another positive remark was how the sessions were well organized. Many also compliment the trainings and personal development sessions. In illustration, the program allowed the scholars to develop their leadership skills, which added value to their personal and professional development. The fact that these youth were surrounded by individuals who shared ambitious visions, resulted in a lot of new contacts. In addition, they met policy officers from the Dutch MFA and Orange Corners which was extremely valuable to these youth, since this posed opportunities to discuss their own start-ups, social initiatives and enterprises.

"I am from Lebanon and I feel like it is a smart move from the Dutch MFA to use the pre-program to connect and directly collaborate with local young entrepreneurs instead of meeting with local embassies to sketch the situation in their priority regions". – "Theodore from Orange Corners asked me about the challenges youth face in Nigeria. Together we brainstormed about solutions. This was very valuable to me and it impacted my way of thinking".

Other elements which were valued were the social entrepreneurship workshop, the speech by Joke Brandt and the second cohort's ability to meet with the Envoy for Youth Tijmen Rooseboom at the embassy in London. One interviewee explicitly talked about her positive experience concerning the roundtables organised by the Dutch MFA.

"There were two great ladies in the roundtable. I felt taken seriously, and the atmosphere was very dynamic. Our conversations were on-point, since we were challenged to think out of the box. At the end of the day I was given their business cards so we could stay in contact".

Also other scholars stated that they appreciated the fact that they felt heard by the Dutch MFA and Orange Corners as they spend quite some time on collaboratively discussing the issues they as youth leaders experience in their countries.

"It is fascinating to see that the Western world, and the Dutch MFA in particular, is a drive of positive change in our regions. I never understood why it took so long for our local governments to drive change. However, the pre-program and the dialogues with the Dutch policy officers helped me to understand that the process to change policies is though, challenging and long. It is good to understand the bigger picture of the situation".

Networking:

For all participants of the focus group it was extremely valuable and enriching to meet people from different backgrounds in The Hague. The fact that they could bond with the entire group of EfP scholars in The Hague, made them very close early on. *"The cohort felt natural and the others felt like family. It was as if everyone was very motivated to come with input. We all were very grateful to be here".* The EfP scholars could stay and stick together as a cohort in The Hague, while this was limited during the OYW Summit. Generally, the connections made in the pre-summit program were most valuable. Many of the scholars are still into contact with the people they have met in the pre-summit program and keep in contact via Whatsapp and other communication channels.

"The pre-summit was the best part of the entire experience because it was so focused in comparison to the busy and big Summit. The other EfP scholars carried different views to similar problems, which interests me as we all face similar challenges as entrepreneurs. I understood that I was not alone, and that the other individuals could teach me about their experiences. Together we tried to come up with local solutions for different contexts. I learned a lot from the other scholars, but also from everyone else involved".

Areas of improvement

Tight and packed schedule:

The pre-summit program was packed, relatively short and came with a tight schedule, which many would have liked to see extended by one extra day. Many believe that this would help to make them feel more relaxed and at ease. Especially scholars in the second cohort complained about having to carry luggage by foot from the train station to the Dutch embassy in London. Yet interviewees of both cohorts complained about being in a rush for most of the time, which limited them also in getting to know each other better and getting to know The Hague. The short time frame was not comfortable and also the different time zones made that they needed more time to adjust. One interviewee mentioned the idea of adding a group/ teambuilding activity with common ground of subject.

Yet, they also understand that this is a tax funded program, and thus well-funded reasons are needed before a longer stay can be considered.

Wishes to discover more of The Netherlands:

For many scholars the pre-summit program was an unique opportunity for them to discover The Hague and The Netherlands. Yet, many wished to get a more extensive tour throughout the city. They saw the main highlights of The Hague, however some were also really interested in discovering the gems of the city which were not shown on the tour.

Lack of networking with Dutch entrepreneurs:

A few interviewees mentioned that they wished that the pre-summit program platform was used to introduce the scholars to Dutch private sector parties active in their regions, working on projects which share common ground with the enterprises of the delegates. Another interviewee thought it would be a good idea if the pre-summit program would introduce them to Dutch entrepreneurs, which would lay the first ties for further contact. They would have liked to see the pre-summit program as a starting point for collaboration with Dutch stakeholders of interest and relevance to them.

B) Main conference:

Areas of merit

Content of program:

Most interviewees stated that this conference was very valuable to them, and one of the best conference they have ever attended. This was partly due to the quality and the depth of the sessions, the organization of the conference itself and the opportunity to network with likeminded individuals.

The program is rich content-wise and there as so many sessions, that you cannot attend all. Thus delegates soon learned that they had to be selective of the ones which seemed of most interest to them. *"There was quite some space for the youth to connect with other attendees, and while the networking opportunities mostly felt like speed dating you got to exchange ideas and concepts which could be valuable for future collaborations"*. Despite, one interviewee specifically stated that it was a challenge to do distance from the other EfP scholars during the conference, because many liked to stick to each other, which could form a burden for delegates who were interested in meeting other individuals during the conference itself.

Because the program was quite packed, some scholars mentioned that they chose between attending the sessions or focusing on expanding their network. This seemed to be a trade-off for most of the scholars. Two interviewees mentioned that the Summit in London was overwhelming



and most of all a long sit. Instead of attending long sessions and speeches for which the speakers had made-up pre-developed answers, they favoured networking or being involved in a discussion with likeminded individuals during panels, workshops or networking sessions. They appreciated the variety of the program, and the fact that delegates could choose to participate in whatever they favoured.

Inspirational character:

Many OYW Ambassadors mention the impressive and emotional nature of the OYW conference. For many it was inspirational to hear other people's stories and to speak with keynote speakers. The sessions which they could attend were inspiring, enriching and encouraging according to many. For most delegates it was a positive experience to be part of such an huge event, which made them feel empowered and appreciate the fact that the voices of youth were being heard. It was also good to reflect on the fact that many other young and talented individuals deal with similar challenges and problems that they could relate to. Overall, many describe the OYW Summit as a cool and inspiring event which hosts over 2,000 talented youth. Yet, some stated that the distractions would get in their head space and draw their attention away from its real purpose: 'connecting and creating impact towards a better and more sustainable future'.

In the Gallery Arena attendees could meet people whom have been granted other scholarships in addition to famous people with whom they could interact, exchange visions, and discuss their work.

"I was given the opportunity to meet people whom I normally only see on television, such as Akon, Meghan Markle, Muhammad Yunus."

"I met Muhammad Yunus who gave me the motivation and inspiration to reconsider how I currently lead my enterprise".

"Having access to tangible resources, meeting the right people, making the right connections and making friends for ever are some of the things which made the Summit very valuable to me".

"The Summit was very overwhelming and I felt like I was not prepared sufficiently for this event. However, the inspiring stories gave me motivation and courage. I got more ambitious about the things I was currently doing with my enterprise and was determined to integrate the messages in the community".

Opportunity as country representative:

Some of the youth were approached and asked if they were interested in being a flag holder during the opening ceremony. For all who have done this, this has been a remarkable memory which makes them very proud of being able to be their countries' representative during the OYW Summit.

Areas of improvement

Limited depth:

A scholar mentioned that they were disappointed by the opening ceremony, because it felt more like a party rather than it correctly reflected on the content of the Summit. They would have rather seen the festive opening being complemented by an impressive talk or inspiring story, to ensure that it would align with its impact and the message it tried to get across.

Many scholars mentioned that the actual Summit was less informative than the pre-summit. The pre-summit added most value to their professional development, while both elements were an insightful and important learning experience.

Contradictory message:

OYW was not consistent in the sustainable messages they tried to spread and the private sector partners they had selected to communicate these messages. The scholars experienced these partners talking about being sustainably responsible, yet they question the sponsors' sustainable initiatives. According to many scholars, the overall The Hague experience (including the exposure to the Dutch lifestyle) has had greater sustainable impact on them than the OYW Summit.

Group adherence:

Some delegates mentioned that it did not help that all delegates who attended the OYW Summit came in groups, as this limited the networking between the different groups. The pre-summit program resulted in tight bonds with each other, which limited some from approaching people outside of their group.

"People come to OYW conferences in groups, which does not help with networking once you are there. Our group was the 'Orange Corners' group, and most of the other attendees stuck together with their own group. This made it challenging to get in contact with others. However, a positive point is that OYW's management stimulated us to meet people outside of our cohort".

Specific representation:

According to some delegates stereotyping happened during the conference. Most stated that the visibility of youth on main stage could be more. Nevertheless, age representation did not matter that much since hearing about the experiences and stories of the senior people were as interesting as hearing from young people. It mattered more whether there was someone on stage who could represent the audience. One interviewee suggested that for the youth to feel represented, OYW should make a scan of the attendees to ensure that the panellists are chosen accordingly. This interviewee moreover stated that it seemed *"as if most youth did not feel represented, which made networking more valuable instead of going to a session in which you could maybe not really relate to"*.

Trade-off: networking vs informative sessions:

The scholars hoped there would be more guidance in meeting the right people, and attending the most interesting workshops aligning with their professions. One interviewee mentioned that he would have appreciated if OYW gave their audience a chance to showcase their work. A few scholars mentioned that most contacts have been gathered and formed during the pre-summit program instead of during the OYW conference. The conference did not very well succeed in building an infrastructure of people with the same interests.

Moreover, according to some scholars the Summit was so big that it became difficult for them to interact with potentially interesting individuals. The smaller sessions in particular were most



valuable for expanding their networks. Most of them are still relying on the networks they have built during that time.

C) Follow-up as OYW Ambassador

Areas of merit

Social media contact:

WhatsApp groups have been created so the youth can keep in contact with each other, or to ask others for advice. Moreover, they use it to share opportunities and projects they want others to look into. This helps them to reflect on ideas which may be valuable to integrate in their own work. The OYW Ambassadors update one another about their professional careers, and regularly let each other know what they are up to. Moreover, many youth are still in contact with some policy officers which they met during the pre-summit program in The Netherlands.

Follow-up by Orange Corners:

Orange Corners has repetitively been mentioned by the scholars, since they appreciate how - most of all - Erik and Theodore regularly reach out to them and share opportunities which are relevant for them with them. In addition, Theodore has visited some of them in their country of residence to connect them with the local Orange Corners.

Some scholars also explicitly mentioned that the investment made by the Dutch MFA and Orange Corners in them as delegates is not lost, since for their countries many developments have taken place after their involvement in OYW. Especially contacts with Orange Corners have blossomed over time, which resulted in new opportunities for the youth involved.

Dutch Youth Policy Officer:

Quite a few scholars mention their current contact with Laila, who reaches out to them to collaborate on projects which are interesting to both parties. This is very much appreciated by the scholars, and they hope to continue this contact.

Areas of improvement

Limited follow-up by Dutch embassies:

The interviewees mentioned that Laila from the Dutch MFA has tried to link the delegates with their local embassies when they returned home. Some established stable contact with the embassies after their return which was promising for future collaboration, while others stated that they hoped that there would be a tight(er) collaboration with the Dutch embassies in their countries of residence. One interviewee suggested the establishment of contact between the EfP scholars and the embassies both *before* and after the entire experience. Many complained about the follow-up by the Dutch embassy, and stated that they would appreciate greater efforts.

Some mentioned that it felt as if the embassies were detached with the partnership between the Dutch MFA and OYW, and that it felt as if they were a separate entity. Also, two EfP scholars shared that they were not taken seriously not valued by their local Dutch embassies when they tried to give honest feedback regarding the projects they worked on to uplift their communities. Moreover, they felt as if they were not listened to by foreign policy officers, and did not see any action as result of their feedback. They admitted that this resulted in less trust in their embassies.

Yet, there was also quite some positive remarks towards the follow-up with the local embassies. One interviewee mentioned that after she contacted the Dutch embassy, they helped her to get in touch with a local network. She has the feeling that she can rely on the embassy and that she

can always reach out to them as a person and as an entrepreneur. Some experience the embassy to be very supportive and communicative, and they appreciate that these policy officers remember them and their enterprises.

Little contact with hosts after the Summit:

Many scholars stated that after their involvement as a EfP scholar there has been little to no contact or follow-up by OYW or the Dutch MFA. However, most of them indicated that they hoped for greater involvement with the Dutch MFA after the pre-summit program and the summit. Especially since the Dutch MFA represents the EfP scholars, they wonder whether more opportunities exist to co-operate with the Dutch MFA as they feel that they can be of value to them as they carry the network with youth in their country. Moreover, some have offered to be the focal point of contact between the Dutch government and their country of residence, as they possess the right knowledge, carry cultural sensitive understanding, and know how to communicate with the local population. In addition, they know that they as EfP scholars represent the Dutch MFA, and therefore carry the professionalism and motivation to connect both worlds. Lastly, they are incredibly driven to empower their local communities, and they rely on powerful organs such as the Dutch MFA to support them with financial or informative means to uplift these communities.

Unclear role as OYW Ambassador:

"I am unsure what my role as OYW Ambassador currently is", is what some interviewees mentioned during the focus groups. They advise the Dutch MFA and Orange Corners to strengthen the post-ambassadorship by a regular link-up with the delegates. This could be via a small virtual meeting with all other EfP scholars to low-key catch up on the impact being made by them after their attendance to the pre-summit program and the OYW conference. Some mention that they are disappointed that there has been no other event they can look forward to after the OYW Summit. One interviewee stated that the willingness exists among the EfP scholars to regularly update the Dutch MFA and Orange Corners on their success stories, to ensure that the ambassadorship becomes a sustainable practise and for the idea of giving something in return for the scholarship.

Furthermore, the scholars mentioned that after the Summit there was no real guidance on whether and if so how the Dutch MFA would support their project. They would have appreciated a follow-up in terms of consulting or trainings. Many of them mention they struggle with finding funders which are willing to invest monetary means in their projects. Thus, the main gap is of financial nature, which could be partly be solved by knowing the right people. They kindly ask the Dutch MFA and Orange Corners to consider introducing them entities, entrepreneurs, partners active in their regions. And if this would not be possible, they would have at least wanted to be informed about what they should expect from the follow-up, from the Dutch MFA and their ambassadorship.

Needed from Dutch MFA and Orange Corners:

Quite some delegates mentioned during the focus groups that they have specific needs which they hope could be addressed by the hosts. In illustration, some advocate for the transfer of knowledge, via workshops for example. Others wish to explore whether the Dutch MFA could provide them with connections from their network who could provide them with funding opportunities to fuel their enterprises and initiatives.

"I am personally against huge funding, since many people do not know correctly how to use big sums of money. Instead it would be very valuable if the Dutch MFA and Orange Corners could maybe provide us with workshops on marketing, agriculture, finances after our return. What we see here in Iraq is that entrepreneurs lack the specialisations and expertise to narrow down their visions for their enterprises. We should focus on the problems Iraq' businesses actually face. The

Dutch MFA could help us with the development of better communication with the public sector in Iraq. Moreover, I advocate for workshops that help youth to integrate in the private sector. This may help people to rearrange and fuel their views”.

“I strongly suggest the Dutch MFA and Orange Corners to carry on with the amazing work they are doing. Policy changes are needed in Iraq. It is good to have this experience coming from a developed country. I hope that the Dutch MFA will strengthen their bonds with the Iraqi government. I believe that all of this could be a long journey, yet change by all these involved actors will move things forward”.

D) How OYW has driven the EfP to social change in their communities

The objective of One Young World is to find and convene the brightest young talent in every country and sector working to accelerate social impact (Review Report OYW, 2020). The focus groups illustrate that many youth definitely feel inspired by OYW:

“OYW has boosted my personal vision to make things happen. I started to believe again in my activities. Moreover, I got in touch with networks which impacted my own missions and visions. I am proud of these networks, and it good to know many ‘high people’ from different countries.

Personal development is key. I am still very attached to all I discovered in The Hague. I hope more people will benefit from an EfP scholarship and OYW.”

“My personal life has been impacted because of my Enterprise for Peace scholarship. I currently pay greater attention to being more sustainable responsible. For example, I know volunteer in three projects where I share my sustainable insights and knowledge with young people.”

“After my attendance to the pre-summit program in The Hague and the One Young World conference in London I thought about building a youth community back in my country.”

“Together with another EfP scholar which I have met in my cohort, we work together on entrepreneurship initiatives in Jordan.”

“Because of my Enterprise for Peace scholarship I was given the chance to travel to countries which I normally do not visit. The pre-summit and the conference gave me the motivation to do great things. Networking especially was very valuable to me. I have gathered new business contacts and friends”.

Yet I wonder whether the Dutch MFA would consider providing us with workshops which learn us how to apply for funds, but also how to get in contact with fund



providers. I guess that there are many of us who's enterprise would benefit from monetary means".

"Networking has been very valuable. Exposure by the Dutch MFA and Orange Corners has also helped me. I wanted to raise more awareness for my enterprise which operates in the sustainable fashion industry and the people which I met during my time as an EfP scholar have pushed me in the right direction".

"Being an EfP scholar has been a massive opportunity, which not only offered visibility but also ensured that I could co-produce a report in collaboration with Oxfam Novib. This brought me in contact with interesting partners. As result I got nominated for a peace award, and thus I am safe to say that this entire experience has inspired me personally and professionally".

"The entire experience gave me a jump start in my career. I was determined to make sure that I took home the inspiring messages and would spread it among my network and community. I have also met many interesting people outside of my cohort whom are valuable to me as an entrepreneur. Sharing experiences with others contributed to my own development and my professional journey. Moreover, I got offered a better job after I returned from the Summit. Might be a coincidence, might not".

"The Enterprise for Peace scholarship did not necessarily take my organization to the next level. Instead it allowed me to get my priorities straight and to get into my headspace again. I personally got motivated because of the pre-summit and the conference and it helped me to regain my energy. I favour the pre-program over the Summit because it taught me new skills, allowed me to connect with people, learned me things I have never heard from before.. I must admit that in my professional life I give workshops as a consultant where I integrate the things which I have learned during some of the sessions in my own workshop".

"The One Young World conference was the best youth-led event that I ever attended. It allowed me to question myself and my career. Through the conference I met good role models. I learned by others through networking, and the conference has definitely inspired to do things differently".

"This whole experience has helped me develop as a young researcher. I have doubled on connections, which are important to me because most of the people I have met attach similar value to youth empowerment and entrepreneurship. I come from Yemen, where 60% of the population is classified as youth. I hope to see a bigger emphasis on youth in Yemen. Youth should be given a voice since

they are our future. I hope that the Dutch MFA can play a greater role in this policy-making”.

“The scholarship has given me reasons to go through with the work I am currently doing. I have worked together with Romeo from Orange Corners who has a lot of knowledge from businesses and start-ups. He has helped me to focus more on creating social impact via my business”.

“The attendance to the pre-summit and the conference gave me more perspective of how to tackle issues on a larger scale. For my company I reflected on ways to make its business environment more accessible to customers. In also took strategic re-approaches regarding our social media and marketing. The experience provided me with a clear vision of how to connect with people. Moreover, I passed on information from the sessions I attended with Orange Corners with my colleagues. The whole visit to The Netherlands was the cherry on the cake. Overall, this has been a great experience”.

4.3 Survey with current OYW Ambassadors

Reviewing the OYW Academy:

The survey provided an insight in the satisfaction level shared among the third cohort’s delegates. Majority of the EfP scholars indicates that they are either extremely satisfied with the set-up of the academy (44%) or moderately satisfied (42%) with the set-up of the sessions in the academy. Next, majority of the participants state that they are moderately satisfied 53% by the course deadlines, in a way that it offers them sufficient time to prepare, allows for the combination of their private and professional life alongside their involvement in the academy. Also, the delegates are overall satisfied with the workload of the academy, and they also positively report that they feel that they are improving as a learner as result of the academy. They perceive the lectures as interesting and valuable, and feel included in the sessions by the efforts of the expert lecturers.

Most importantly, all delegates indicated that they enjoy taking part in the academy. Yet, they must also admit that reward of publishing their coursework by Oxford University and winning tickets to the Summit in Tokyo in May 2022 greatly motivates them to actively participate. The delegates are also comfortable with reaching out to OYW once they experience issues, challenges or difficulties which make it harder for them to participate.

Expectations about pre-summit program in The Hague:

To the question which asks the delegates whether they would still be as excited to participate in the pre-summit program if it is hosted digitally because of COVID-19, 60% of the EfP scholars indicate that they are definitely / probably still as excited to participate in a virtual pre-summit program. 20% is in doubt whether they would still be excited, while 15% states that they probably would not be excited to enroll in a virtual pre-summit program.

Some delegates expect the pre-summit program to be an opportunity to interact with other change makers, lecturers and speakers to gain insights from key speakers in readiness for the Summit, while others do not have a good idea of what they cannot expect. None could make a link that it

is a way for the Dutch MFA to introduce the youth to its Ministry and Dutch foreign policy-making. The delegates do mention that they imagine learning more about the Dutch MFA via interactive workshops, roundtable discussions, seminars and group sessions. A few scholars mention that they would appreciate a practical approach whereby they learn directly from policy officers of the Dutch MFA who work on youth employment related issues in the focus regions. In illustration, they would like project presentations or company presentations by partners who could be of interest to them.

They hope the pre-summit program functions as a way to share their experiences, challenges encountered, and lesson learned/ outcomes. Moreover, they hope the program includes activities that allow them to get to know each other, while it also allows for a look into the Dutch culture and societal values. Networking also remains an important aspect, and many indicate that they hope to be involved in team building, feedback and peer mentorship sessions. They are happy to explore their own skills via the program.

Attitudes towards Munich Summit:

The delegates expect the Munich Summit to be an amazing and inspiring gather of young leaders from different cultures and fields of social impact. They imagine that the experience provides them with information, a new network and resources to move forward and build their own impact in their communities.

A set of three questions started off with "Currently, all global citizens have to adjust their daily lives because of the sudden disruption of COVID-19. There is a strong chance that the Summit in Munich will take a different format as we are used to." To the question which asks the delegates if they are interested in a completely virtual Summit, the majority of the participants (60%) mention that they question whether they would still be interested in a completely virtual Summit. 15% indicates that they are definitely not interested in a virtual OYW conference. To the question which asks the delegates if they are as excited about the Summit if they are not allowed to travel to Munich, 20% of the scholars state that they will definitely be as excited if they cannot travel to Munich. Despite, 55% answer that they doubt their excitement, while 15% definitely would not be excited. To the last question which asked delegates if they think that the OYW conference is still as interesting and valuable even when they cannot physically attend, 30% of the delegates answered that they think this will be the case even if they cannot physically attend. 25% questions whether the conference will be as interesting and valuable when hosted virtually, while 45% believes that the conference will not succeed in being as interesting and valuable when hosted virtually.

These responses capture the doubt and (potential) dislike towards a completely virtual OYW Summit. Moreover, many are less excited about their attendance once they cannot physically travel to Munich, and also believe that a virtual Summit will fail to bring value similar compared to as in earlier Summits. It is interesting to note that the delegates seem to have less problems with a virtual pre-summit program in comparison to a virtual Summit. A combination of both a virtual pre-summit program and a virtual conference seems to strengthen this loss of interest and excitement.

For an complete overview of the survey, including visuals, please review Annex II.

4.4 Financial analysis

Based on these earlier input in chapter 4, this report aims to formulate an answer to the research question: "Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?" Consequently, the report will advise the Dutch MFA how a future collaboration between themselves and OYW may look like, reviewing whether the partnership is foreseen to still be valuable, also taking the Summit

organized in Tokyo in 2022 and the current COVID-19 crisis into consideration. Before the main research question can be answered, two scenarios should be explored.

The first scenario is continuation of the partnership - captured by point 1 below -. When the Dutch MFA goes with the scenario it is important for them to decide how the program will look like. Data analysis (review chapter 4) has made clear that the delegates and policy officers see most added value for the pre-summit program. As a consequence, it would not be wise to continue without the pre-program. The question remains what the format of the pre-program will be, taking into account that most of the host city will be originated outside of Europe. Thus, it will be expensive and non-sustainable to fly these delegates from Middle Eastern and African regions, to The Hague, to i.e. Tokyo (2022) and then back to country of residence. Consequently, this report will advise whether it is wisest to host the pre-program in The Hague (point 1a) or to find alternatives to the format of the pre-program (point 1b).

The other scenario is the termination of the partnership – view point 2 below -. Since the development of the COVID-19 is unclear, and we cannot foresee whether delegates are even allowed to travel in the future to attend a pre-summit program and OYW Summit, it remains questionable whether it would be more beneficial to the Dutch MFA to end the partnership. The COVID-19 crisis and host city locations outside of Europe require flexibility from the Dutch MFA, and altered responses. It may be an idea to keep in touch with youth from the focus regions via an alternative hosted event by the Dutch MFA. The Dutch MFA should recognize that more events are becoming virtual, and thus it may be recommended to explore alternatives such as Virtual Youth Forum. Digital visibility is a way to include many young people, while it can also ensure the target of a great number of people than possible via the EfP scholarships.

Hence, this report investigates whether it is advised to:

1. Continue the partnership with One Young World.
 - a. Continue the partnership with One Young World, and host the pre-program in The Hague.
 - b. Continue the partnership with One Young World, and find alternatives for the organization of the pre-program in The Hague.
2. End the partnership with One Young World and instead host your own event.

Budgetary factsheet

The budget is based on a total of €330,000: €300,000 for scholarships and project management per year for 3 years, as well as €30,000 for an additional annual programme in the Hague (One Young World, 2020c).

Scholarships x 50 spots for the annual Summit including: 230,000 euros

- Access to the OYW Summit
- Shared hotel accommodation
- Breakfast, lunch and dinner
- Ground transportation
- Return economy flights
- Visas (Schengen)

Total Costings for Project Management including: 70,000 euros

- 3 staff costings at average daily rate plus 1 senior lead
- Announcement of the initiative
- Administration and logistics management
- Convening of meetings

52,500 euros

- Organisation Enterprise for Peace Workshops
- Organisation of side-session
- Dedicated initiative webpage 3,500 euros
- Media coverage 3,000 euros
- Interim report 2,500 euros
- Monitoring, evaluation and impact report 4,000 euros
- Communications and advocacy 3,000 euros
- Travel OYW staff to meet with Dutch MFA 1,500 euros

Pre-summit Program in The Hague

33,000 euros

- Accommodation Babylon Hotel - The Hague 4,250 euros
- Schengen Visa 2,400 euros
- Visa location Summit 5,400 euros i.e.
- Ground transportation Schiphol – The Hague 855 euros
- Transport to location Summit 5,000 euros i.e.
- Accommodation location Summit 6,100 euros i.e.
- Meals The Hague 4,500 euros
- Buffet lunch during embassy visit 4,000 euros

These estimated costs were for the second cohort where the delegates travelled to both The Hague and London. The costs for the pre-summit program were lower for the first cohort when there was no need for the settlement of the British visas, nor transport to another country. It is expected that the costings for next year's Summits will significantly rise, especially when the Dutch MFA decides to host their pre-summit program in The Hague, considering that the Summit is likely to be hosted outside of Europe from 2021 onwards. Therefore, budget-wise it is expected that it would be smarter to host the pre-summit program in collaboration with the efforts of the local embassies, on location of the host city. This will prevent transportation costs from The Hague to the host city, removes the need for Schengen Visa's, and double accommodation costs.

According to table 2 and 3 below, One Young World has estimated that annually more funds need to be raised to finance their global Summits. The Summit planned for Tokyo is estimated to cost over half a million euros more than the Summit in London in 2019 which marked OYW's tenth anniversary. It is expected that this will not have an effect on the investment made by the Dutch MFA. Despite, OYW needs to raise greater funds to cover their Summits.

Estimated Global Costings One Young World Global Summits 2019 – 2021

Year	Location	Estimated Global Cost (€)
2019	London, United Kingdom	4.7m
2020	Munich, Germany	4.8m
2021	Tokyo, Japan	5.2m

Table 2: Estimated Global Costings for Summits 2019 – 2021 (One Young World, 2020c).

Estimated Global Costings One Young World Global Summits 2019 – 2021

Year	Location	Estimated Global Cost (€ millions)	Committed (€ millions)	Funds to be raised (€ millions)	% Funds expected ahead of Summit
2019	London	4.7	1.3	3.4	100%
2020	Munich	4.8	0	4.8	100%
2021	Japan (city TBC)	5.2	0	5.2	100%

Table 3: Estimated Global Costings for Summits 2019 – 2021 (One Young World, 2020c).

A cost-benefit analysis is used to trade off the positives and negatives of each three strategies 1) continuation including pre-program in The Hague, 2) continuation including alternatives to original pre-program, 3) termination. Please carefully review the tables below.

Strategy One

Continue the partnership with One Young World, and host the pre-program in The Hague.

Positives:

- The nature of the partnership is strongly in line with the Youth At Heart strategy, and BHOS-policy as developed by Sigrid Kaag. Moreover, the pre-summit program and visibility during the conferences allows for increased attention to the Dutch Ministry of Foreign Affairs, and its focus. Overall, there is sufficient evidence provided by the data collection methods that support future continuation of the partnership in its original format.
- It is possible to continue in a similar format, and according to the interviewees and participants of the focus groups the pre-program has been a more valuable experience for them than the actual One Young World conference. Data analysis concludes that it is no option to cancel the pre-summit program. If the Dutch MFA decides to cancel the pre-summit program, they are strongly suggested to review the entire partnership and its added value without the pre-summit program.
- The Dutch MFA has the resources and past experience to continue to host their pre-summit program in The Hague.
- The pre-summit program is valuable to the Dutch MFA and the EfP scholars in its original format, because of the exchange of visions, ideas and experiences. Next to that, the physical gathering of the delegates and the team responsible for organization allows for team-bonding and contributes to interactivity between the involved parties.

Negatives:

- Financial costs for continuation in its original format add up to 330.000. Here 300.000 euros is spent on the scholarships and project management, while approximately 30.000 euros is spent on the pre-program (see Annex III).
- Costs included in the pre-program budget are expected to rise. In illustration, both an Schengen Visa and another visa is required once the pre-summit program is hosted in The Netherlands, next to the host of the conference in a non-European country. The biggest cost rise is expected for the transportation that need to be arranged to travel between The Hague and the host city. Intercontinental flights will be needed, which are an extra cost.
- If the pre-program is hosted in The Netherlands, it is not convenient nor sustainable to fly the EfP to scholars from their residence in the Middle East of Africa to The Hague, then to the host city outside of Europe, and then back again to their residence.

The Dutch MFA has stated that they consider to host the pre-summit program in The Hague whilst the Summit is hosted outside of Europe, only if Amsterdam airport functions as a stopover on the flights between the priority regions and the host city (Laila Bouallouch, personal communication, 7 October 2020). Otherwise it would be cheaper and more sustainable to consider strategy two.

Depending on how the COVID-19 crisis develops over time, another idea is to organize the pre-summit programme in a virtual format.

Strategy Two

Continue the partnership with One Young World, and find alternatives to the organization of the pre-program in The Hague.

Instead of organizing a physical pre-program, the Dutch MFA could explore the virtual options which exist to continue their activities in regard to introducing the EfP scholars to each other and to Dutch policy.

Consequently, the first alternative is to host a virtual pre-summit program. Because this limits the delegates from getting familiar with The Netherlands, it might be an idea to explore how such a virtual pre-program can be made interactive. For example, it would be fun to add a simulation element which virtually guides the delegates through The Hague.

A second alternative is to host a physical pre-summit in the host city prior to the start of the conference. This can be organized in partnership with the local embassies, and with support of One Young World.

Positives:

- The nature of the partnership is strongly in line with the Youth At Heart strategy, and BHOS-policy as developed by Sigrid Kaag. Moreover, the pre-summit program and visibility during the conferences allows for increased attention to the Dutch Ministry of Foreign Affairs, and its focus. Overall, there is sufficient evidence provided by the data collection methods that support future continuation of the partnership in its original format.
- Considering the COVID-19 crisis and the fact that future Summits will be hosted outside of Europe, it is good consider alternatives to the original pre-summit program. A virtual pre-program provides delegates with a lot of flexibility, especially since it cannot be predicted how the COVID-19 crisis will develop over time, and whether individuals coming from different regions will be allowed to travel.
- Some private sector partners have hosted a one-day pre-program or introductory session on the location of the conference itself in the past. One Young World has assisted private partners in the organization and the logistics of such a pre-program prior to their conference. If COVID-19 allows it, this implies that One Young World can also help the Dutch MFA with the organization of the pre-program on location. The Dutch MFA can then mainly focus on the content of the program and the collaboration with the embassies. In addition, the delegates will still have opportunity to physically bond with each other.

Negatives:

- The interviews with policy officers working for the Dutch MFA suggest that the pre-program will lose its added value once it is hosted virtually. If hosted virtually, it is not possible to establish similar physical personal contact with the delegates they provide scholarships to. Furthermore, it may be more challenging to bond as a group online.

- If the pre-program is hosted in collaboration with a local embassy, this requires input and preparations from both parties. This involves additional costs, flexibility and adaption. Yet, it takes away the “Dutch experience” for the delegates involved. It is expected that it will be more difficult to introduce these delegates to The Netherlands and the operations of the Dutch Ministry of Foreign Affairs.
- It is not convenient nor sustainable to fly the EfP to scholars from their country of residence in the Middle East of Africa to The Hague, then to Tokyo, and then back to their country of residence. Thus, it is cheapest and most sustainable to either host a virtual pre-summit or on location of the host city.

It is cheaper and more sustainable to host the pre-program in host city than to organize it in The Netherlands – in the case of 2022 this will be Tokyo -. Even though a city tour cannot be organized through The Hague, it is still possible to make the EfP scholars familiar with Dutch policy-making if the Dutch MFA would collaborate with the local embassies. It would not completely be possible to continue in a similar format and unfortunately, it is expected that the EfP delegates will not gain a good understanding of The Hague and The Netherlands. However, it is a good way for these delegates to bond and get to know each other prior to the actual Summit. In addition, it is a good way to co-create with the Dutch MFA and Orange Corners.

There are currently plans to organize the pre-summit program in collaboration with the Dutch embassy in Tokyo, Japan. Hence, it would be an idea to involve the Dutch Embassy in Japan to co-organize this pre-program in collaboration with the efforts of Orange Corners and policy officers of DDE.

Strategy Three

End the partnership with One Young World and instead host your own (physical or virtual) event.

Positives:

- The total annual investment of 330,000 euros can be used for alternative purposes.
- This scholarship targets a relatively small group of delegates (50), in comparison to the amount of applications annually are received (5000+). Once the partnership is terminated, the Dutch MFA could decide to invest the monetary fund elsewhere. It may be fortunate if this investment could have a similar impact on a bigger number of people.
- The input that the Dutch MFA gain from delegates as result the partnership with One Young World are gathered within a relatively short-term timespan. The delegates are invited to physically attend the 2-day pre-summit program and the 4-day conference. Yet, the Dutch MFA might explore a repetitive collaboration with youth from the priority regions covering a longer period of time.

Negatives:

- If the Dutch MFA ends the partnership with One Young World, they are no longer partner of the OYW Community. The Summits covers many topics which are strongly in line with the BHOS-policy and *Youth At Heart* strategy, and thus it would be logical if they support their initiatives. Moreover, the Dutch MFA will lose an important connection to youth in their priority regions.
- The Dutch MFA currently is one of the few governmental institutions which assign a great number of scholarships to external youth in the focus regions. OYW allows for great media coverage and social media attention, from which the Dutch MFA could then no longer

benefit. This makes them less visible as public actor who prioritizes meaningful youth participation and the inclusion of youth in their strategies. In addition, the Dutch MFA currently sets an example to other public parties by creating opportunities for talented and motivated youth, as well as supporting an international youth-led conference as impactful as OYW.

- The Dutch MFA loses a potentially valuable network of private sector partners and other individuals included in OYW's partnership portfolio. The stakeholders who gather at an annual OYW Summit generally work on similar topics and share the same interest. According to the Dutch MFA there have been conversations with private sector companies in the past as result of networking opportunities during the conference. However, it has been challenging to establish a new business connections. Thus, it is interesting to see how they can improve on this matter. It is also good to consider whether there are opportunities to get into contact with like-minded individuals as easy as during a OYW Summit.

If the Dutch MFA would no longer invest a capital of 330.000 euros in the partnership, they could consider to invest in a similar youth-led event, such as the Youth At Heart Virtual Youth Forum which was hosted on 2 November 2020.

The purpose of the Virtual Youth forum was to focus on the voice of young people. The forum was hosted in a virtual television format, in which the viewers could switch between four different channels which showed spotlight session, pre-recorded or live session organized by partners of the Dutch MFA; i.e. Unicef, Generation Unlimited, ILO, Palladium, IFAD, FMO. These sessions discussed a variety of topics related to youth employment, entrepreneurship, the transition from education to work, and the challenges involved here (i.e. mental health, COVID-19, shortage of formal jobs et cetera). Partners were asked to organize sessions with young people to discuss themes that should strengthen the position of young people in the focus regions and also motivate other stakeholders to be more committed to young people. The core idea behind the forum was that young people got the chance to merge in critical discussion led by partner organization concerning relevant and challenging topics which our current and future generations need to deal with.

So, if the Dutch MFA would end the partnership with OYW, and instead organize a yearly virtual forum, the advantage would be that a greater number of (under)privileged youth from the focus regions could be reached. However, a disadvantage is that the organization of such a forum requires a lot of resources and input from a wide variety of stakeholders. Moreover, EfP scholars involved in the OYW summits would have limited opportunities to physically network with other entrepreneurs or private sector partners interested in their initiatives. Hence, it could be an idea to pre-select (under)privileged youth from the Middle East and Africa which have shown great entrepreneurial efforts, and fully dedicate the spotlight sessions to them, so they would each have 15 minutes to present their ideas and initiatives among a network of like-minded young entrepreneurs, NGOs, private and public sector organizations. In this way, the youth would be posed the opportunity to present the sustainable initiatives they work on. If stakeholders are willing to support them in their ideas, this may result in social impact development over a longer period as time (which is a similar objective as carried by One Young World).

However, it is still quite unclear whether the Virtual Youth Forum is supposed to become an annual event. For now, this was not the idea. However, if the partnership with One Young World will be ended, it might be an idea to explore the possibility to combine both natures of the events. Think of a pre-summit program in The Hague for a selected number of youth from the focus regions prior to the Virtual Youth Forum.



CHAPTER FIVE

RECOMMENDATIONS



RECOMMENDATIONS

Chapter five develops the recommendations which answers the research question, and advocate for continuation with one of the three scenarios as sketched earlier in the report.

5.1 Assessment and recommendations

The main research question sketched throughout the research report is “Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?”

Before recommendations can be developed which answer this question, the scenarios as described in chapter 4.4 should be traded-off.

1. Continue the partnership with One Young World.
 - a. Continue the partnership with One Young World, and host the pre-program in The Hague.
 - b. Continue the partnership with One Young World, and find alternatives for the organization of the pre-program in The Hague.
2. End the partnership with One Young World and instead host its own event.

This raises multiple questions, including:

- I. Continue the partnership or end the partnership?
- II. If the Dutch MFA continues with the partnership, should they leave in the pre-summit program?
- III. If the Dutch MFA continues with the partnership, what will the pre-summit program look like in the next years?
- IV. If the Dutch MFA decides to end the partnership, what alternatives can they propose to still keep in touch with youth from the focus regions?

Figure 5 may be used as an visual overview of the decisions which should be taken prior to the answering of the research question.

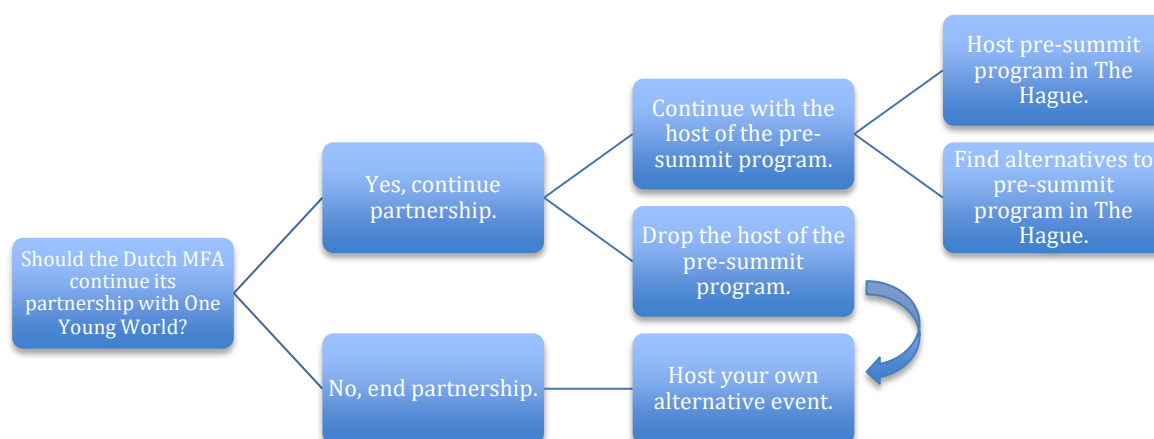


Figure 5: Concluding decision tree

Continue or end partnership

When reviewing the output of the interviews with the Dutch MFA and Orange Corners it becomes clear that many support the scholarship program, believing that it is a valuable depth investment. Not only is the partnership strongly in line with the foreign development cooperation activities executed by the Dutch Ministry of Foreign Affairs; the scholarship program also is a good way to get in touch with youth from their focus regions, while supporting the sustainable and social impact initiatives they work on. The donor organs get a lot in return for the scholarship program. In illustration, they gain visibility via media coverage, a network of Middle Eastern and African youth which may share interesting opportunities and contacts with them and attention is drawn to the Youth At Heart Strategy and BHOS-policy.

Consequently, most policy officers advise the Dutch MFA to continue with the partnership. Yet, the Dutch MFA should decide for themselves what type of collaboration they aim to get out of the partnership. The current COVID-19 crisis has made it challenging for OYW to decide in what format they will host their upcoming conferences, starting with Munich in July 2021. Hence, the Dutch MFA is advised to adopt a flexible attitude, and provide OYW with the space to re-invent themselves. Once it is clear how OYW wishes to proceed with their activities, the Dutch MFA can tap into the details on how they foresee a future relationship with them. Important to consider here may also be OYW's willingness to reflect on the points of improvement sketched in this report. The best scenario is when OYW would react to the critical remarks, and push for changes to ensure an optimal experience for the next cohorts.

Because the future development of COVID-19 is uncertain, there is no way to know whether delegates will be able to travel freely between continents. As a consequence, this asks for adaption, flexibility and creativity. A conference in its physical format is not the only option, and especially since this COVID-19 crisis has stimulated an era of digitalization, it is good to explore the options on this field.

Next, OYW has admitted in an interview that they plan to host conferences following after Munich outside of Europe. For the Dutch MFA, the establishment of partnership 2019-2021 started out as trial. The first year was the pilot year, and the two years which followed were almost logical because the host cities were both in Europe which meant that the pre-summit program in The Hague could continue in its original format. Tokyo is most likely going to host the 2022 OYW Summit, which requires adaption of the partnership as originally envisioned. In response to this aspect, the policy officers once again support continuation of the partnership, yet they suggests that they as the Dutch MFA should respond with great flexibility. Not only them; this is also asked from the future cohorts.

In order to decide about continuation or termination of the collaboration between the Dutch MFA and OYW, it is also very valuable to review in what way the EfP scholarship - including the pre-summit program, attendance to the Summit, their role as OYW Ambassador and all individual aspects involved - has been able to drive the delegates to positive change. When reviewing whether the One Young World Summit has succeeded in accelerating social impact among the Enterprise for Peace delegates who attended, the outcomes of the focus groups seem to support this matter. Whether the Summit has had an impact on the personal development of a scholar or on their enterprise, it mainly comes down to the fact that attendance to the conference has impacted the individual in such a way that they feel inspired to do things differently once they return home to their communities. The optimal prospect that all delegates accelerated their social impact initiatives after attending is not very realistic. The researcher has tried her best to investigate which social impact initiatives have been the result of the EfP scholarship, yet it is very

challenging – if not impossible - to know what kind of career highlights can be traced back purely to One Young World. Consequently, it is suggested that if the Dutch MFA would like to get a better understanding of the social impact created as result of the EfP scholarship, they should invest time in a repetitive meet-up with the delegates in which they ask them to elaborate on the projects they work have worked on since return. As stated in chapter 4.2 the scholars would be very happy to give the Dutch MFA and Orange Corners resources in return for the scholarship they have been gifted. One interviewee particularly stated that the willingness exists among the EfP scholars to regularly update the Dutch MFA and Orange Corners on their success stories, to ensure that the ambassadorship becomes a sustainable practise.

Moreover, a repetitive virtual meet-up after return could help the transition from EfP scholar to OYW ambassador. Most scholars advise the Dutch MFA and Orange Corners to strengthen the post-ambassadorship by a regular link-up with them. This because many are unsure what their role as OYW Ambassador entails. They suggest a small virtual follow-up with all other EfP scholars to low-key catch up on the impact being made by them after their attendance to the pre-summit program and the OYW conference. Some mention that they are disappointed that no other event was scheduled that they could look forward to after the OYW Summit. They believe that this would have been a good way to keep into contact with each other. Furthermore, the scholars mentioned that after the Summit there was no real guidance on whether and if so how the Dutch MFA would support their project. Many of them struggle with finding the right contact to help them push their enterprise in the right direction. Others would favour tips to apply for financial funding and some would appreciate a follow-up in terms of consulting or trainings. Thus, it is suggested that the Dutch MFA and Orange Corners give hearing to these struggles, while bringing the delegates into contact with individuals from their networks which may be valuable to them.

One thing which is for sure, is that the EfP scholarship has been an incredible opportunity for many. Some delegates had never been in a plane before, had never travelled to Europe, could only dream of seeing Meghan Markle and Muhammad Yunus live on stage, and could not imagine eating no meat for an entire week. All delegates selected are motivated and talented young entrepreneurs and change makers who may have missed out on the right resources to get in contact with the right people to make their initiatives and enterprises grow. The Dutch MFA sets the example as a Ministry by inviting young people to the table, and giving them a platform to exchange ideas with each other. Many delegates who were interviewed appreciated the fact that a foreign governmental organ invested resources in them and invited them to table to talk about their enterprises, and the social challenges that they as entrepreneurs and youth face in the Middle East and Africa. Moreover, the opportunity to meet like-minded change makers helped to recognize that they are not the only one facing hardships in the career, which gave them the right motivation and new ideas for the future. Many delegates state that the entire experience has fuelled their motivation to implement the new lifestyle they were opposed to, the things they learned and the contacts they gained in their personal and professional lives once there would return home. This captures the purpose of the EfP scholarship, and supports its continuation to ensure that a greater number of youth get a similar experience.

Concluding, this report suggests for a continuation of the partnership with OYW. Yet, it is advised that OYW responds to the criticism provided and takes these remarks into account to improve the conference. Next, the Dutch MFA is advised to respond with great flexibility to the format decided upon by OYW for their next conferences. Both parties should also pay more attention to the post-ambassadorship and the follow-up with the delegates. This involves more contact, clear information on what the delegates can expect from them after the events, and possibly tips for the right contacts or funds they could apply for. The Dutch MFA should clearly instruct the local embassies on how they can best follow-up with these youth. Moreover, the embassies should be

better informed about the scholarship and what is expected from them, to ensure that the Dutch Ministry in The Hague and the embassies are no longer seen as separate entities. Yet, it is questioned whether the embassies carry sufficient resources and manpower to follow-up with these delegates. The Dutch MFA should decide for themselves how they envision future follow-up with the EfP delegates, and moreover brainstorm which organ should carry the follow-up as their main responsibility.

Overall, the partnership seems to pose greater benefits than drawbacks which make it difficult to reason for termination of the partnership. The delegate program by One Young World has a large reach, and has the potential to impact a talented pool of youth. Moreover, One Young World has proven to be an expert in organizing inspiring conferences (The Muse Editor, 2020), which makes it doubtful whether the Dutch MFA can organize an event on their own with similar impact compared to OYW's capabilities. Moreover, as stated in chapter 4.4 the Dutch MFA might explore the collaboration between a pre-summit program and the Virtual Youth Forum as organized in November 2020. Yet, for now this Virtual Youth Forum seems to have been a one-timer, which limits further exploration of this idea. Next to that, the resources needed for the in-house organization of such a similar large-scale virtual event are likely to exceed the resources needed to continue with the partnership. Not only does this require great capacity from all employees involved, much work will also need to be put in the realization of inspiring content, including group sessions, trainings and workshops. The hosting of a pre-summit currently already requires great efforts from all policy-makers involved. In illustration, a larger team than originally planned for had been attracted to help Laila and Erik during the pre-program to reduce the tensions of the busy schedule. This thus makes the in-house organization of an event similar to the set-up of a OYW conference – also taking the organization of the VYF in November 2020 into regard – not a preferable option, considering its time-consumption and the fact it is most likely to distract employees involved from their main operations. Concluding, the outsourcing of such a large-scale youth event – as currently handled by One Young World - would be a wiser decision.

Include or exclude pre-summit

As stated in chapter 3.1 the objectives of the pre-summit program and the OYW Summit differ, and both events seem to be valued differently by the OYW delegates. An repetitive remark which came up in chapter 4.2 was the fact that overall the pre-summit program was more positively appreciated and seen as more valuable in comparison to the main conference. The pre-summit program gave delegates the opportunity to bond with similar headed entrepreneurs and local change makers, which many delegates described as a “warm experience”. Moreover, an additional objective of the pre-summit was to introduce the delegates to the organ which provided them with the scholarships: the Dutch Ministry of Foreign Affairs and Orange Corners. Brainstorming sessions, roundtables and workshops allowed for discussion with Dutch policy officers and Orange Corners to exchange thoughts on upcoming projects in the focus regions, and everyone's activities. The delegates were very positive about the freedom they were given to start dialogues with stakeholders of interests to them. Many compliment the interactive and engaging aspects of the pre-summit program. They felt as if they were taking seriously, felt comfortable to ask questions and appreciated for their contribution. In addition, they also strongly appreciated the guidance and support by the Dutch MFA and Orange Corners. In contrast to the pre-program, the Summit was more overwhelming and distant according to most delegates, which is why many prefer the pre-summit program over the OYW conference. However, most delegates did state that the OYW conference was one of the most inspiring events they had ever attended, partly due to its impressive size, the slick coordination of the event, well-known keynote speakers, networking opportunities, topics discussed and the workshops available.

If the Dutch MFA decides to continue with the partnership, it should be clear to leave in the pre-summit program. Taking the remarks from the EfP delegates, Orange Corners and the Dutch MFA into account (chapter 4), there is little to no doubt possible about its added value and relevance.

When reviewing the One Young World Summit it is important to note that the objective of the Summit differs from the pre-summit program which may partly explain why the delegates perceive it as more “overwhelming and distant”. The Summit annually invite over more than 2000+ delegates from over 190+ countries to attend the conference. Because of its large nature including the celebrative opening ceremony, the keynote speakers, the media attention and global coverage it makes it almost impossible to bond with other individuals in similar ways as during the pre-summit program. Knowing that the pre-summit program has as main aim to stimulate low-key discussions and engagement between the delegates and Dutch policy makers next to allowing for team-bonding and networking between the delegates, it is logical that the delegates positively reviewed its interactive and warm nature. Moreover, many of them must have been nervous for the trip; not knowing what to expect. The fact that they travelled to the other side of the world, knowing that many had never visited Europe before, may have increased these nerves. A warm welcome by the Dutch MFA and Orange Corners might have helped in them getting at ease. Because it is quite a special experience that not many youth get to experience, it also must have been nice that they were able to share their excitement, curiosity, nervousness et cetera with individuals of similar ages and cultural backgrounds. Since the delegates spend their entire days together, this made them very close from the start, which is captured by *“The cohort felt natural and the others felt like family”*. Thus, the pre-summit program prior to the “overwhelming” One Young World Summit have strengthened their connections, which is a good thing before they all went in for this additional experience in The Hague or London.

Objectives pre-summit program	Objectives Summit
To introduce	To inspire
To familiarize (i.e. with Dutch policy-making)	To accelerate
To get to know one another	To network
To teach	To identify
To co-create	To promote
To brainstorm	To connect

Table 4: Objectives of pre-summit program vs Summit

In short, both the policy officers working for the Dutch MFA and Orange Corners and the delegates from the first and second cohort seem to agree that it would not be an option to cancel the pre-summit program. It is suggested that the Dutch MFA brainstorms about its format and the objectives of future pre-summits.

Format of future pre-summits

Fear exists that the pre-summit program will lose its original value once it becomes a virtual event. Continuation of the pre-summit program in its original format might still be possible for the third cohort, because it is relatively cheap and sustainable to transport these delegates from The Hague to Munich. Whether the pre-summit program in July 2021 can actually bring together all 50 delegates spread over the Middle East and Africa is still unsure because of the COVID-19 crisis. How the pre-summit program will look like partly depends on the format of the OYW conferences as decided in January 2021 by OYW. Once again the organization of the pre-summit asks for adaption and flexibility since it is still uncertain whether the delegates can travel in July 2021.

Thus, it might be necessary to do distance from a 100% physical conference, while exploring virtual or hybrid possibilities. The Dutch MFA should recognize the digital shift our societies face, and should try to provide the delegates with the best experience as possible.

Another challenge are the future upcoming conferences (after 2021 Munich) which most likely will be hosted outside of Europe. Currently, the plan is to host the 2022 conference in Tokyo. Knowing that the pre-summit program has only been organized in The Hague the previous two years, as The Hague captures the capital of Dutch policy-making, it remains doubtful whether this also is the optimal choice in regard to future Summits. As stated in chapter 4.4 it is advisable to search for alternatives for the physical pre-summit program in The Hague. Depending on whether a virtual pre-summit program is designed for the third cohort, the Dutch MFA might review the successes of such a virtual pre-event, after which they can decide whether this will also be an option for the next Summits. 60% of the delegates from the third cohort who participated in the survey state that they are definitely (25%) or probably (35%) as excited about a pre-summit program which is hosted virtually (see chapter 4.3). However, a virtual pre-summit program in combination with a virtual or hybrid OYW conference which prevents the delegates from travelling to Europe does not sit well with them. The majority of the participants indicate that when the OYW experience will take a completely virtual format, they will doubt its interest and value (see chapter 4.3).

The survey has indicated that delegates strongly favour a physical invite & gathering over a virtual invite & gathering. Thus, another option would be to host the pre-summit program in the host city of the conference. Not only does this allow for physical gathering, the delegates will also be able to bond and network with each other, while they are also able to physically get in touch with policy officers working for the Dutch Ministry of Foreign Affairs. The Dutch MFA can benefit from their strong connections with the Dutch embassies which are spread globally. In collaboration with the embassy of Japan they may then host a pre-summit program of similar content to the previous ones. While it may be harder to introduce the delegates to The Netherlands, several ways may be explored to ensure that this is done in the best way possible. In illustration, presentations about the work by the Dutch MFA and OC, quizzes about the Dutch lifestyle, co-creation and personal development workshops, roundtables and interactive discussions could still be on the agenda.

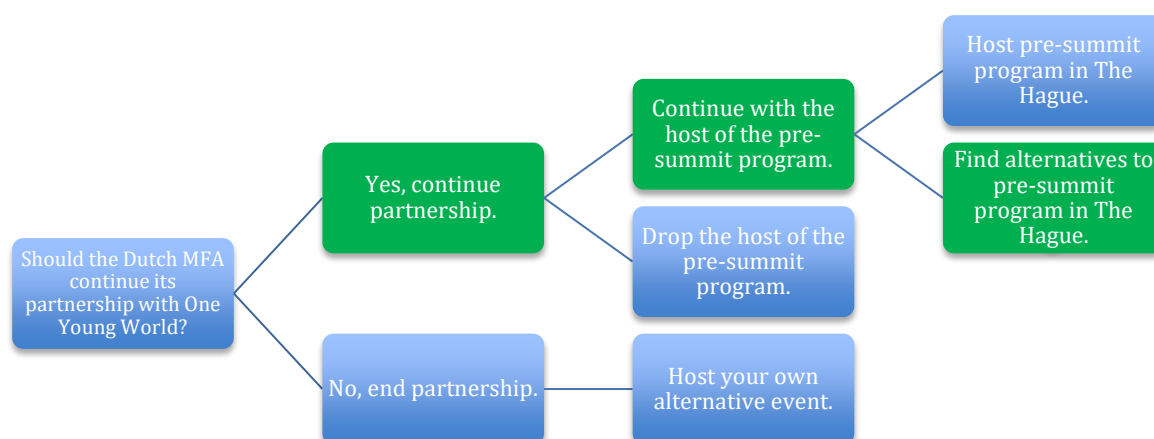
Next, One Young World has offered to arrange the logistics for the pre-summit program. It is suggested that they take over this aspect, while the Dutch MFA and Orange Corners mainly focus on the content development of the program, and their collaboration with the embassies in that region.

Concluding, it will become a challenge to host future pre-summit programs in The Hague while the main conference is hosted outside of Europe. The Dutch MFA should explore virtual options and collaborations with the Dutch embassies active in the host cities. The preference is given to a pre-summit program with a physical element in it.

5.2 Conclusion

The main research question "Should the Dutch MFA continue its partnership with OYW and if so how what does a future collaboration between the Dutch MFA and OYW look like?" has been answered in the *assessment and recommendations* section above. In short, it is advised to continue with the partnership in a similar format as the previous years. This implies inclusion of the pre-summit program and the 4-day conference. Instead of hosting future pre-summit programs in The Hague, greater flexibility is needed to adopt to a situation in which the Summit is hosted outside of Europe. The current COVID-19 crisis makes it difficult to foresee what is

coming. Hence a virtual or a physical pre-summit on location in collaboration with local embassies could form alternatives. Since delegates prefer the physical experience over a virtual one, the Dutch MFA should further explore these options. Figure 6 captures these suggestions. In line with the recommendations, strategy 1b “Continue the partnership with One Young World, and find alternatives for the organization of the pre-program in The Hague” is considered most optimal with regard to the future.



Figuur 6: Concluding Decision Tree

Additional recommendations include greater investment by the Dutch MFA (and preferably OYW) in a follow-up and their post-ambassadorship. This could be in the form of a repetitive meet-up with delegates, to exchange how the experience has impacted themselves and their enterprises, but also to assure the delegates what their further role as a OYW Ambassador entails. The embassy should also be given a greater role in the follow-up, and should be more involved in the process to ensure their commitment to guide these youth after return to their local communities.

Moreover, the youth have stated that they wonder whether more opportunities exist to co-operate with the Dutch MFA as they feel that they can be of value to them as they carry the network with youth in their country. Some have offered to be the focal point of contact between the Dutch government and their country of residence, and are very motivated to connect both worlds. The scholars initiated to regularly update the Dutch MFA and Orange Corners on their success stories, to ensure that the ambassadorship becomes a sustainable practise and for the idea of giving something in return for the scholarship. It is suggested that the Dutch MFA considers how to integrate these mutual efforts in the follow-up.

Next, the delegates have asked the Dutch MFA and Orange Corners to give hearing to the challenges they face which limit them from further developing their ideas, projects or enterprises. They are incredibly driven to empower their local communities, and they rely on powerful organs such as the Dutch MFA to support them with financial or informative means to uplift these communities. The Dutch MFA could investigate whether it is possible to free more resources to provide these youth with the contacts they need.

After Tokyo 2022, a similar partnership is recommended for another three years, because this saves management costs compared to drawing up an annual contract. After year two it is advised to conduct another evaluation to decide upon continuation. If OYW takes place outside of Europe,

it is advised to organize a pre-summit program together with the efforts of Dutch embassies in these countries. Total costs for a partnership of three years including three pre-programs is EUR 990,000. Yet, the costs for a three-year partnership without the three pre-summit programs totals EUR 900,000.

The pre-program financials (EUR 30,000) have not yet been budgeted for Tokyo as MT will decide upon this matter following this evaluation. If MT agrees with continuation, it is advised to continue with Tokyo including a pre-summit program which is preferably hosted together with the Dutch embassy in Tokyo, plus renewal of a partnership with OYW for another three years (2023-2025) including three pre-programs. Total costs will then be:

Tokyo 2022 pre-program: EUR 30,000

OYW + pre-program 2023: EUR 330,000

OYW + pre-program 2024: EUR 330,000 -> In 2024 another evaluation should be conducted to advise MT whether the partnership should be continued after 2025.

OYW + pre-program 2025: EUR 330,000

Total costs: EUR 1,020,000.

Concluding, the Enterprise for Peace Scholarship has been successful in identifying 50 talented young change makers and entrepreneurs who are motivated to create youth employment opportunities in some of the world's most challenging environments (One Young World, 2020d). The partnership provides young people with a platform to ensure that their voices are heard by the Dutch Ministry of Foreign Affairs, and spread among the even greater One Young World network. Moreover, via the partnership with OYW the Dutch MFA is able to prioritize improving young people's prospects in Middle Eastern and African countries by encouraging local entrepreneurs and change makers to innovative and values-driven problem solving. The scholarship forms a mutual connection between two parties who are both driven to raise awareness for youth employment, inequality, marginalization and disaffection (One Young World, 2020d), while it also empowers young leaders to create sustainable job opportunities in selected regions. The EfP alumni network annually expands as result of the inclusion of new delegates, which implies that a greater pool of talents become available to the Dutch Ministry of Foreign Affairs to involve in future co-creation projects. Together a common commitment is developed to create a positive impact through social entrepreneurship in Middle Eastern and African communities. It is hoped for that the partnership is able to touch more youth in the future, who are motivated to contribute to the creation of sustainable and peaceful societies.

5.3 A final note by the author

As a final word of thanks, I would like to express my gratitude towards every individual who has been involved in the writing of this research report. Thank you for your wonderful contributions, your time and energy. I would like to thank the One Young World delegates in particular for their participation in my research. I have been touched by some of your stories and I am proud of the great work you have done so far. Youth are the future, and it is great to see that a governmental organ as the Dutch Ministry of Foreign Affairs puts youth participation so high on their agendas. I thank the Dutch Ministry of Foreign Affairs and Orange Corners for their trust in this project, and I hope that you are satisfied with my work.

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APPENDIX

ANNEX I:

A: Survey

Subject information and consent form

Welcome to this study. My name is Latoya Balogun and I am currently researching the partnership between the Dutch Ministry of Foreign Affairs and One Young World. For the purpose of this project, I am interested in communicating with One Young World delegates and Ambassadors to get a clear understanding of their direct involvement in the One Young World Summit and most importantly how being an Enterprise for Peace scholar has added value to their professional and personal lives.

You are being invited to take part in this research study. This survey will study your current involvement as an Enterprise for Peace Scholar in the One Young World programme. I am aware of the fact that you have not yet experienced the pre-summit programme nor the actual One Young World Summit, thus most of the questions will measure how you perceive the One Young World Academy. Additionally, a few questions are included to measure your attitudes and expectations towards the pre-summit programme and Summit hosted in Munich July next year. Please note that it is your choice whether you want to participate in this study or not. Yet, your input is very valuable to myself as the researcher and your data will be handled with the strictest care and anonymity. Also, subjects' identities will be known among myself but will not be shared among others – also not internally with the Ministry of Foreign Affairs, Orange Corners nor One Young World -. Hence, the data is strictly used for research purposes, and will be integrated in the final version of the evaluation report.

Right to withdraw

Your participation in this research is completely voluntary. You can withdraw from the study at any time without penalty.

*I know that I may refuse to answer any question asked and that I may discontinue participation at any time.

Use of information in the study

All information obtained, including personal data, will be strictly confidential. Your responses will be used for research purposes and will never be associated to your name.

*I understand that information I provide will be used for research purposes and will be handled with strict care.

Taking part in the study

*I have read and understood the information provided above. I consent voluntarily to be a participant in this study.

Yes

No

Socio-demographic questions

- 1) Have you been granted an Enterprise for Peace Scholarship by the Ministry of Foreign Affairs which implies that you may attend the pre-summit programme in the Hague and the One Young World Summit in Munich in July 2021?
- 2) To what extent do you understand the English language?
- 3) What is your gender?

4) What is your age?

About the OYW academy

- 1) How satisfied are in general with the set-up of the sessions provided by the academy?
- 2) To what extent are you satisfied about the course deadlines? (i.e. do you have sufficient time to prepare, can you still combine your private and professional life alongside your involvement in the academy?)
- 3) To what extent do you feel that you are improving as a learner?
- 4) To what extent do you feel comfortable reaching out to the team of OYW when you address personal issues which make it more difficult for you to actively participate in the academy?
- 5) To what extent do you take an active part in the lectures?
- 6) To what extent do you perceive the lectures as interesting and valuable?
- 7) To what extent do the expert lecturers try to connect with you on a personal level and include everyone to their session(s)?
- 8) To what extent Do the expert lecturers let you know what and when something is expected from you?
- 9) Do you perceive that the grading of your coursework is fair in relation to other students?
- 10) Do you enjoy taking part in the academy?
- 11) To what extent does the reward of publishing your coursework by Oxford University and winning tickets to the Summit in Tokyo in July 2022 motivate you to do your uttermost best?

About expectations for the pre-summit programme

- 1) Please describe what you already know about being invited as an EfP scholar to the pre-summit programme in The Hague?
- 2) Would you still be as excited to participate in the pre-summit programme if it is hosted digitally because of COVID-19?
- 3) In what way do you imagine learning about the activities of the Dutch MFA in the pre-summit programme?
- 4) What activities would you like to see in the pre-summit programme?

About expectations for the conference

- 1) Please describe how you visualize the Summit in Munich.
- 2) Currently, all global citizens have to adjust their daily lives because of the sudden disruption of COVID-19. There is a strong chance that the Summit in Munich will take a different format as we are used to.
 - Please formulate whether you are still interested in a completely virtual Summit.
 - Please formulate whether you are still as excited about the Summit if you are not allowed to travel to Munich.
 - Please formulate whether you think that the conference itself will still be as interesting and valuable to you even when you cannot physically attend.

Invitees:

All 50 EfP scholars from the third cohort.

Link to the survey (via Qualtrics):

https://erasmusuniversity.eu.qualtrics.com/jfe/form/SV_5jzBwRShmeHxyqV

Deadline for collecting all input: 23 October 2020

B: Interviews

Schedule:

Name	Date	Time	Contact Details	Remarks
Tessa Daling	13 October	10:00 – 11:00	Tessa.daling@oneyoungworld.com – no longer in existence.	Invited
Johan Veul	13 October	13:00 – 13:30	Intern – MS Teams	Invited
Tijmen Rooseboom	13 October	09:00 – 09:30	Intern – MS Teams	Invited
Job Runhaar	14 October	09:30 – 10:00	Intern – MS Teams	Invited
Nathalie Gonçalves Aurelio	14 October	10:30 – 11:00	Intern – MS Teams	Invited
OYW Ambassador	15 October	11:15 – 11:45	Confidential	Invited
Theodore Klouvas	21 October	15:00 – 15:30	Theodoros.Klouvas@rvo.nl	Invited
OYW Ambassador	22 October	11:00 – 11:30	Confidential	Invited
Erik Parigger	25 November	11:00 – 11:30	Telephone call	Invited

Interview One Young World (in het Nederlands)

Inleidend:

Hoe gaat het met jou, en het oppakken van werkzaamheden vanuit huis?

Doel van dit interview:

Context begrijpen, en samenwerking met BZ & OC, communicatie en partnerschap doorspreken. Beter beeld krijgen van voordelen voor beiden partijen en de jongeren.

Gesprek is vertrouwelijk en valt niet te herleiden naar naam. Mag het worden opgenomen? Open om eerlijke mening te geven over het partnerschap.

Er zijn geen goede of foute antwoorden. Ik ben benieuwd naar je mening en probeer zelf zo objectief mogelijk te blijven.

Middenstuk:

- Hoe ben je betrokken geweest vanuit OYW bij het partnerschap met BZ? Stokje overgedragen van Erik? – betrokken sinds 2018 Den Haag/ 2019 Londen?
- Wat is het doel van de conferentie? Is dit puur het inspireren en aanzetten van sociale impact onder jongeren?

- Er zijn veel private sector partners in het portfolio die jongeren uit hun eigen netwerk aandragen (vaak erg privileged). Is dit de instreek vanuit OYW, of zou de focus meer moeten liggen op het creëren van kansen voor jongeren met minder kansen?
- Ook wordt OYW soms bekritiseerd op de commerciële nature van de conferentie. Het is een erg gelikt event met veel beroemde namen dus het trekt veel bekijks. Maar in hoeverre zitten alle partners op 1 lijn qua het verschil willen maken en jongeren hiertoe stimuleren? Oppassen dat de private sector er niet puur is om hun eigen agenda te promoten..
- Hoe maakt OYW een selectie van private partners? Sommige partners zijn beschuldigd van greenwashing e.g. Shell? Mag iedere partner een plek in het programma als ze hiervoor betalen? Zou OYW hier niet strakker op moeten zitten?
- Hoe ziet OYW BZ als partner, en wat maakt ze waardevol in vergelijking met andere publieke sector partners?
- Doel van de academie? Welke lessen willen jullie de jongeren meegeven? Wat zijn ervaringen omtrent de academie tot nu toe? – vanuit OYW, maar ook de sprekers, mensen die lesgeven en de jongeren.
- Krijgen partners een plekje in de academie? BZ gaf aan dat ze meer jongere sprekers zouden willen zien en het eventueel leuk zouden vinden om zelf een sessie te organiseren. Is hier in de toekomst ruimte voor?

Summits:

- Commentaar vanuit onze delegates uit eerdere cohorts dat er op de conferenties een te commerciële insteek lijkt te zijn, waarbij soms zelf speculatie van greenwashing. Attenderen jullie partners hierop? Wordt hier op gestuurd vanuit OYW?
- Hoe ziet de toekomst van OYW eruit? Moeilijk jaar door COVID-19. De conferenties kosten ook wat. Wat is het gevolg voor partner portfolio en financiële lasten? Blijven we de summits van vergelijkbare omvang en grootte zoals deze nu zijn ook in de toekomst zien?
- Wat is haar persoonlijke voorkeur gezien de drie scenario's voor de voortgang van de Summit in Munchen? Wat is binnen OYW de voorkeur en wie maakt deze beslissing?

Relatie met BZ & OR:

- Hoe is de samenwerking en communicatie met Laila en Erik? i.e. worden dingen op tijd aangeleverd, kunnen jullie eerlijk tegenover elkaar zijn etc. Heb je hier op- of aanmerkingen op?
- Wat vindt ze van het voorprogramma door BZ & OC? Heeft ze hier iets over meegekregen? i.e. organisatie, communicatie, logistiek. Met de Summit in Tokyo in ons achterhoofd, hoe ziet zij zo'n voorprogramma dan voor ogen? Bijv schrappen, virtueel of gewoon in Den Haag?
- Heb je iets aan te merken over de selectie van EfP scholars? Laat OYW hun partners hier altijd los, of is hier sturing in te vinden? OYW maakt voorselectie – BZ & OC kiezen 50 delegates.
- Wat vind ze van balans privileged/ underprivileged en wat is hier de insteek van OYW?
- Aankondiging laatste inhoudelijke vraag.
- Wat zijn de voordelen voor de jongeren van zo'n scholarship? Hoe helpt dit met ontwikkeling en hoe nemen ze dit mee in het hun contributie aan de creatie van sociale impact in hun gemeenschappen?
- OYW ontwikkelt veel impact reports. Hoe kun je de attendance aan een 4-daagse conferentie + latere inclusie in Ambassador network vertalen naar sociale impact creatie.

Aankondiging extra praktische punten en stand van zaken:

- Is het voor mij relevant om ook nog andere mensen binnen OYW te interviewen? Heb zij inzicht op de samenwerking met BZ?
- Update ondersteunende documenten. Satisfaction feedback surveys kunnen misschien als basis dienen voor mijn focusgroep.
- 30 delegates uitgenodigd uit 1^e en 2^e cohort en apart interview ingepland met Minister van jongeren en sport in Tjaad en OYW Ambassador uit het eerste cohort. Heb ook survey uitgestuurd naar huidige delegates uit 3^e cohort.
- Al update bekend over welke vorm de Summit gaat aannemen?

-
- Nog concluderende of aanvullende opmerkingen?

Aankondiging einde van interview.

Dank voor deelname. Inzichten zijn erg waardevol voor mijn evaluatierapport. Bij eventuele vragen kunnen ze mailen of appen.

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Interviews Ministier van Buitenlandse Zaken (in het Nederlands)

Inleidend:

Hoe gaat het met jou, en het oppakken van werkzaamheden vanuit huis?

Doel schetsen interview: vragen stellen over OYW en ons partnerschap. Korte samenvatting OYW, 3-jarige bijdrage vanuit BZ (Den Haag- 2018, Londen – 2019, München – 2021)--> EfP scholarships, selectie door Laila en Erik, organisatie voor-programma, daarna deelname Summit en eindigen als OYW Ambassador.

Gesprek is vertrouwelijk en valt niet te herleiden naar naam. Mag het worden opgenomen? Open om eerlijke mening te geven over het partnerschap. Er zijn geen goede of foute antwoorden. Ik ben benieuwd naar je mening en probeer zelf zo objectief mogelijk te blijven.

- Hoe ben je betrokken geweest vanuit BZ bij OYW? i.e. organisatie, communicatie, begeleiden van de jongeren uit focusregio's, bijdragen tijdens het event
- In welk jaar?
- Hoe heb je dit ervaren?
- Welke andere collega's waren hierbij betrokken?

Middenstuk:

- Wat is jouw visie op de contractuele partnerschap tussen BZ en OYW?
 - Wat zijn voor jou de positieve elementen van het partnerschap? i.e. welke kansen biedt de scholarship de jongeren?
 - Waarop schiet het partnerschap tekort?
- Vind je dat het partnerschap nog aansluit op het BHOS-beleid en de Youth at Heart strategie?
- Hoe gebruiken jullie de visies van jongeren en tot welk extent wordt hier iets mee gedaan?
 - Zie je in je werk ooit iets terug vanuit de OYW cohorts? Is dit ook de insteek vanuit BZ?

Co-creatie en jongerenparticipatie staan hoog op het vaandel binnen het JW-cluster.

- Hebben jullie direct contact met de voormalige EfP scholars na hun betrokkenheid in het voorprogramma en de conferentie? Rijken jullie uit naar het OYW Alumni netwerk indien jullie input nodig hebben van jongeren uit de focusregio's?

-
- Doel van het partnerschap en toegevoegde waarde? Wat halen de jongeren eruit? Wat haalt BZ eruit?
 - Jongeren krijgen scholarships --> geeft het voor-programma en de summit enkel inspiratie, of doen ze ook echt met het netwerk en de connecties die ze leren kennen? Hoe kan BZ hierop inspelen?
 - BZ krijgt waardevolle inzichten van jongeren uit focusregio's, mogelijkheid om contacten op te doen met private sector partners (tot hoeverre is hier ooit iets uit voort gekomen?), initiatief past binnen beleid en imago.
 - Sluit dit op elkaar aan?
 - Heb je enig idee hoe de selectie van de 50 EfP scholars wordt gemaakt?
 - Het geld gaat niet alleen naar underprivileged youth. Er is een balans tussen privileged en underprivileged youth, waarbij sommige delegates een scholarship krijgen terwijl ze bijvoorbeeld al eerder een soortgelijk event hebben bijgewoont of bijv. in het buitenland hebben gestudeerd, meerdere keren Nederland hebben bezocht. Verder zou het ook lastiger zijn om underprivileged youth hierheen te krijgen – ivm visum aanvraag. Hier is eerder commentaar op geweest vanuit BZ – begrijpelijk?
 - Is dit de intentie achter de scholarships? Hoe wordt hier vanuit de directie DDE naar gekeken? Voor of tegenstander van zo'n balans.
 - Idee dat ambassades hier een selectie inmaken?
 - 50 jongeren, 6k pp, totale uitgaves 330.000 (relatief weinig voor BZ)--> 30.000 voorprogramma en 300.000 conferentie + personeel.
 - Dit gaat om een aanwezigheid van in totaal 6 dagen: 2 dagen voorprogramma en 4 dagen Summit.
 - Beter investeren in soortgelijke (virtuele) conferentie waarbij je een grotere doelgroep kunt bereiken? i.e. Virtuele Jongeren Forum, webinars, ambassades die regionale activiteiten organiseren voor (under)privileged jongeren – bijv best-performing krijgen scholarship.

-
- Oog op de toekomst: ontwikkeling van COVID-19 is onduidelijk. Moeten we geld blijven investeren in dit partnerschap?

Huidige conferentie in München: drie opties

1. Scenario 1 "Utophia": Conferentie in München gaat door zoals gepland. Dit betekent dat ongeveer 2000 jongeren uit 196 verschillende landen bij elkaar zullen komen. Zeer onwaarschijnlijk ivm COVID-19.
2. Scenario 2: Dit is een hybride vorm van uitvoering. In dit geval komen ongeveer maar 800 man samen op fysieke locatie (garanderen van 1,5 m afstand), en haakt de rest digitaal aan via een live-verbinding (is er dan ook ruimte voor het uitnodigen van een grotere groep mensen?) zoals in een Britain's Got Talent COVID-vorm.
 - a. Hoe include je mensen met zwak/ geen internetverbinding? --> beroep doen op OYW's private partners.
 - b. Lijkt op VYF --> kunnen BZ raadplegen
3. Scenario 3: Je werkt met regionale hubs. Denk hierbij aan een Europese, Afrikaanse en Aziatische hub waarbij mensen eventueel fysiek kunnen verzamelen op hun continent van residence. Spreakers kunnen dan bijv. worden overgevlogen en ambassades zouden kunnen ondersteunen.

- a. Culturele separatie waarbij groepen dus niet zullen mengen.
- b. Haalt een groot deel van de ervaring weg.

Eind Oktober volgt meer duidelijkheid, en na de academie rond Januari zal er een definitief besluit worden genomen. Er vindt wel sowieso een Munchen Summit plaats, omdat hier al teveel in is geïnvesteerd.

- Als je zo naar de opties kijkt, waar is dan voor jou het meest reëel? Denk je (ook met oog op de toekomst) dat het scholarship de jongeren op deze manier nog steeds van toegevoegde / extra waarde is? Wat doen we met het voor-programma? Is virtueel een optie?

Aankondiging laatste vraag.

Voor-programma in Tokyo --> stel de situatie omtrent COVID-19 is in Mei 2022 verbeterd. Het voor-programma vindt al 3 jaar plaats in Den Haag, om de jongeren wat bij te dragen over Nederlandse beleid. Daarna gingen ze met de trein (duurzamer dan vliegen) door naar locatie van de Summit.

- Als de Summit plaats vindt in Tokyo, komt dan het budget er vanuit BZ om jongeren te laten overvliegen vanuit Afrika/ Midden Oosten, naar Den Haag, naar Tokyo, en terug naar country of residence? Is dit duurzaam verantwoord? En is dit iets wat we voren ogen hebben vanuit BZ?
- Overweging waard: wat is het partnerschap voor BZ waard zonder voor-programma? Is dit een optie? Is een virtueel voor-programma evenveel waard?
- Is deelname aan puur de conferentie de insteek? Ook realiseren dat er ditzelfde budget dan tegen een korte periode wordt aangegooid.

-
- Nog concluderende of aanvullende opmerkingen?

Aankondiging einde van interview.

Dank voor deelname. Inzichten zijn erg waardevol voor mijn evaluatierapport. Bij eventuele vragen kunnen ze mailen of appen.

Interview Orange Corners (in het Nederlands)

Inleidend:

Hoe gaat het met je, en het oppakken van werkzaamheden vanuit huis?

Doel schetsen interview: vragen stellen over OYW en ons partnerschap. Korte samenvatting OYW, 3-jarige bijdrage vanuit BZ (Den Haag- 2018, Londen – 2019, München – 2021)--> EfP scholarships, selectie door Laila en Erik, organisatie voor-programma, daarna deelname Summit en eindigen als OYW Ambassador.

Gesprek is vertrouwelijk en valt niet te herleiden naar naam. Mag het worden opgenomen? Open om eerlijke mening te geven over het partnerschap. Er zijn geen goede of foute antwoorden. Ik ben benieuwd naar je mening en probeer zelf zo objectief mogelijk te blijven.

- Hoe ben je betrokken geweest vanuit BZ bij OYW? i.e. organisatie, communicatie, begeleiden van de jongeren uit focusregio's, bijdragen tijdens het event
- In welk jaar?
- Hoe heb je dit ervaren?

Middenstuk:

- Scenario's geschetst door OYW – Is er al meer over bekend welke vorm de Summit in Munich zal aannemen?

In originele format

Hollands got talent – deels hybrid publiek en aantal mensen naar locatie

Regionale hubs – delegates verzamelen dan op het continent

- Wanneer kom je samen met Laila om inrichting van het voor-programma te bespreken? Zijn hier al ideeën voor met oog op COVID-19 en het feit dat mensen beperkt zijn in reizen. Idee om het virtueel in te vullen bijvoorbeeld?
 - o Uit data collectie is gebleken dat het geen optie is om het voor-programma achter wegen te laten. Telt voor de meeste mensen het sterkte mee. Voorprogramma werd vaak als waardevoller gezien dan conferentie zelf.
 - o Hangt nauw samen ook met de vorm van de OYW conferentie. Een virtueel voorprogramma neemt veel van de ervaring weg, en beleidsmedewerkers zijn bang dat dit beperkt in toegevoegde waarde. Hoe ziet hij dit?
- Met oog op de toekomst --> drie jaar op rij hebben de conferenties plaatsgevonden in Europe. Tessa gaf aan dat de eerstvolgende conferenties buiten Europa zullen plaatsvinden (Tokyo 2022). Wat heeft hij dan voor ogen met het voor-programma?
 - o Ik heb drie scenarios uitgewerkt -->
 - originele format (partnerschap wordt verlengt en voorprogramma in den haag)
 - alternatieven zoeken voor het voorprogramma in den haag (e.g. virtueel of samenwerking met ambassades). Hebben we de resources voor een virtueel event en komen er veel extra kosten bij kijken in samenwerking met een ambassade? Tessa gaf ook aan dat OYW vaak met partners die een voorprogramma willen organiseren samenwerkt, en de logistieke werkzaamheden kunnen overpakken. Is dit ook een optie?
 - beëindigen partnerschap ivm onduidelijkheid verloop COVID-19 en we weten niet of een conferentie buiten Europa is wat we voor ogen hadden. Wat zou dit betekenen voor Orange Corners?
- Is dit het enige beurzenprogramma vanuit BZ aan jongeren in de regio's Midden Oosten en Afrika? Zo ja, moet er dan een vervangend programma komen indien we ervoor kiezen om hiermee te stoppen? Bijv denken aan een virtuele jongerenforum etc.
- Wat betekent het einde van het partnerschap voor Orange Corners?

Slot:

Aankondiging einde van interview.

Dank voor deelname. Inzichten zijn erg waardevol voor mijn evaluatierapport. Bij eventuele vragen kunnen ze mailen of appen.

Interview Chad Minister of Youth and Sports (in English)

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Introduction:

Thank him for his availability and that he freed time in his agenda for this interview. Ask him how he is doing and whether he is working from home.

Introduction of myself- evaluating partnership between Dutch MFA and OYW. Hosting interviews and focus groups in addition to this interview to gather a good overview of the context. Ask him to introduce himself.

Introduce practicalities; Your data will be handled with the strictest care and anonymity. Also, your identity will be known to myself but will not be shared among others – also not internally with the Ministry of Foreign Affairs, Orange Corners nor One Young World -. Hence, the data is strictly used for research purposes, and will only be used for the purpose of my research report.

Can I record the conversation for research purposes?

Mid:

- Please elaborate on your attendance to the pre-program in The Hague.
- Have you made valuable new connections with Dutch policy officers, delegates, or other parties as result of your attendance to the pre-summit program? Have you reached out to any of these contacts / have they reached out to you after your involvement in One Young World? --> VYF

-
- How would you generally describe your attendance to the OYW Summit in The Hague (2018) or London (2019)?
 - What did you like? i.e. the possibility to network, the inspiring nature of the sessions, attending such a summit with like-minded individuals, the broadening of their understanding of social issues
 - What would you rather see improved? i.e. the program and its length etc.
 - - What did you dislike? i.e. few possibilities to interact, much sponsoring / very commercial nature etc.
 - What element of the Summit have made the greatest impact on you? i.e. specific sessions, speakers, the attendees, the topics, speeches, workshops etc.
 - Has attendance to the Summit made a present mark on you? (i.e. in terms of professional development, broadening of your network)

Are there things that you have accomplished in your professional life purely as result of you now being an Enterprise for Peace Advocate and an One Young World Ambassador?

- How did he become an Enterprise for Peace Scholar? Why did he register to be granted this scholarship?
- Did the title as OYW Ambassador introduce him to a valuable network which was useful to his function right now as Minister of Youth and Sports?
- In what way has his attendance to the OYW Summit in The Hague added value to his current career? i.e. the network, learning more about creating social impact, inspiring sessions, the right connections etc.
- Can you provide us with an example of the social impact you created as result of being a former EfP scholar? (i.e. do you strongly adhere to the SDGs within your enterprise? / do you work with sustainable developed initiatives? / do you inspire your employees to ...)
- Are you still in contact with some of the connections which you made because of your attendance to the Summit? i.e. connections with other delegates previously involved in your cohort, other OYW Ambassadors, Dutch MFA (Laila), Orange Corners (Erik), OYW (Tessa, Serina).

The Dutch Ministry of Foreign Affairs suggest that the embassies of your country of residence reach out to you after your attendance to the OYW Summit, to ensure that



your main lessons learned can be spread among other youth and change makers in your country.

- Have you had any contact with the embassy of Chad after your visit to The Hague in terms of follow-up after your OYW involvement? / Have you made any efforts? / Did the embassy take any efforts? / Was the follow-up valuable and were your insights used and spread among others?
- In what ways are you currently involved with One Young World after your attendance to the Summit one or two years ago? Could also not be.
- How would you describe the follow-up with One Young World after you have attended their summit? (i.e. in terms of follow-up emails or text messages, feeling of inclusion in their alumni (network, professional opportunities)

Introduce last question

- What would you like to see from us in terms of follow-up and continued relationships with the Dutch government and Orange Corners?

Link to involvement in VYF – opening session and keynote speaker. Contact with the VYF team?
See him on 1 & 2nd of November.
Thank him for his time. If he has any additional questions, he can email me.

Deadline for collecting all input: Week 42

C: Focus groups

Bart and I welcome you to this focus group. I am glad that you could all make it today and I hope that it is fun and exciting for you to e-meet all of your fellow One Young World Ambassadors who were also involved in the first/second cohort. My name is Latoya Balogun and I am currently an intern at the Ministry of Foreign Affairs. The goal of my assignment is to research the partnership between the Dutch Ministry of Foreign Affairs and One Young World. For the purpose of this assignment, I am interested in communicating with One Young World delegates and Ambassadors to get a clear understanding of their direct involvement in the One Young World Summit and most importantly understanding your past experiences and how being an Enterprise for Peace scholar has added value to their professional and personal lives. Thus, your input is strongly valued and do not hesitate to speak up and give your honest opinions about your involvement in the One Young World network.

Some practical remarks: I will host four of these like-wise focus groups and thus will speak to 20 to 30 One Young World Ambassadors in total (involved in both the first and second cohort). Next, the time constraint is one hour, so I plan to finish on time. However, because this is the biggest focus group of all, we might finish 15 minutes later. If you need to leave within one hour, I completely understand though. Bart will cut off certain discussions to make sure that we can allow meaningful discussion about all topics on the agenda. Also, do not hesitate to speak up. The opinions of all of you are extremely relevant, and even whether you perceived the One Young World Summit as a negative experience, please say so. It will be important for me to brainstorm about what can be improved about the process in the future. Lastly, your data will be handled with the strictest care and anonymity. Also, your identities will be known to myself but will not be shared among others – also not internally with the Ministry of Foreign Affairs, Orange Corners nor One Young World -. Hence, the data is strictly used for research purposes, and will only be used for the purpose of my research report.

That being said: do you have any questions?

If not, I would like to give the floor to Bart van der Meer so he can introduce himself and his role today to you.

(...)

Thank you Bart van der Meer. That was very insightful. Bart also is responsible for time management and thus will make sure that we address every item on the agenda.

Since I would like to get to know you better, I propose that you take all take 30 seconds to one minute to introduce yourself – this could be both on a personal and professional basis.

- Name, age, country of origin
- How do you contribute to creating social impact in your community? i.e. state your enterprise and its main objectives in a few sentences.

Thank you all very much for the interesting and brief introductions! It is very nice to meet all of you. Just to make sure that everyone is on the same page; it is good to understand that the ambassadors involved in the first cohort were the EfP scholars who attended both the pre-program and the actual OYW summit in The Hague. The ambassadors of the second cohort visited The Hague for the pre-program and later took the train to London for the OYW summit. This year the OYW Summit is hosted in Munich, Germany, while it is still unclear whether the delegates are flown to The Hague to physically attend the pre-program because of the strict COVID-19 measures in the Netherlands. That being said, I would like to start the discussion in a few minutes. First, I would like to note that Bart and I envision to talk about three different elements today. The first element is briefly reflecting on the 1) pre-summit program organized in The Hague by the Dutch MFA and Orange Corners prior to the main conference. The second element is the 2) main conference organized by One Young World hosted in The Hague/ London. The last element is the 3) follow-up by the Dutch MFA and One Young World now that you are a One Young World Ambassador.

Let's start with the first question about the pre-summit program organized by Laila and Erik in The Hague. I know that it has been quite a while ago now that you visited The Hague, however...

1) *The pre-summit program*

- Please elaborate on your attendance to the pre-program in The Hague. i.e. How did the two-days look like, what were your general impressions of The Hague and the Dutch Ministry of Foreign Affairs, did you participate in interesting sessions, how was the guidance by Erik and Laila?
- Have you shared your thoughts, insights, input and experiences with the Dutch MFA during co-creation workshops? Also, did you had the feeling that you were taken seriously and that your input were valuable for future projects? I.e. the first cohort worked on the Future of Work policy note.
- What could be improved about the pre-summit program content-wise? i.e. were the sessions interactive, were you given the time to get to know each other, did you got the feeling that the speeches and workshops were valuable for your career?, could the program be scheduled better etc.
- Have you made valuable new connections with Dutch policy officers, delegates, or other parties as result of your attendance to the pre-summit program? Have you reached out to any of these contacts / have they reached out to you after your involvement in One Young World?



This is the last question before we move on to talk about your experiences about the Summit. Thank you a lot for this useful insights about our pre-program. This next section is all about the main conference hosted by OYW. For the first cohort, this refers to the Summit in The Hague in 2018, and for the second cohort it refers to the Summit in London in 2019.

2) *The conference*

- How would you generally describe your attendance to the OYW Summit in The Hague (2018) or London (2019)?

If you look back at it as a good experience, please thumbs up. Otherwise thumbs down. Can one or two persons please elaborate on their experience?

- What did you like about the Summit? i.e. the possibility to network, the inspiring nature of the sessions, attending such a summit with like-minded individuals, the broadening of their understanding of social issues etc.
- What would you rather see improved or what did you dislike about the Summit? i.e. the program, the duration, more young people talking on stage, the topics addressed on main stage, few possibilities to interact, much sponsoring / very commercial nature, signs of greenwashing etc.
- *This will be the last question about your experiences in the Summit.*
- Has attendance to the Summit made a present mark on you? (i.e. in terms of professional development, broadening of your network)
 - Have you been inspired to integrate some of the messages into your career?
 - How do you translate this experience to your daily life right now?
 - Are parts of this experience reflected in the social impact you are creating with your work?

Once again, thank you for the valuable insights. We are now moving on to the last topic on the agenda, namely the follow-up now that you are an OYW ambassador.

3) *One Young World Ambassador*

- Are there things that you have accomplished in your professional life purely as result of you being an Enterprise for Peace Advocate and an One Young World Ambassador?
- Can you provide us with an example of the social impact you created as result of being a former EfP scholar? i.e. do you strongly adhere to the SDGs within your enterprise? / do you work with sustainable developed initiatives? / do you inspire your employees to create local social impact?

The Dutch Ministry of Foreign Affairs suggests that the embassies of your country of residence reach out to you after your attendance to the OYW Summit, to ensure that your main lessons learned can be spread among other youth and change makers in your country.

- Have you had any contact with your national embassy after your visit to The Hague regarding the follow-up after your OYW involvement? / Have you made any efforts? / Did the embassy take any efforts? / Was the follow-up valuable and were your insights used and spread among others?
- How would you describe the follow-up with One Young World after you have attended their summit? (i.e. in terms of follow-up emails or text messages, feeling of inclusion in their alumni (network, professional opportunities).

The last question for today is,



- What would you like to see from us in terms of follow-up and continued relationships with the government and Orange Corners? (How) would you like to stay in contact? Can they currently be of any value to your current professional career?

These were all questions. Thank you so much for your active participation. We have had a good discussion which has helped me to understand the positive aspects of the EfP scholarships, and certain aspects which might need further reflection and improvement. Your insights will be integrated in my evaluation report, and if you are interested in seeing the final product in January, please send me an e-mail.

For now, once again thank you a lot and have a good day.

Invitees:

All 100 EfP cohort from the first and second cohort. 24 of these 100 participated in the focus groups.

Schedule:

Monday 19 October: 13:00 – 14:00 & 16:00 – 17:00

Tuesday 20 October: 10:00 – 11:00 & 17:00 – 18:00

Remarks:

- Note the European time (CEST) and the different time zones.
- State that they can find the MS Teams invite in their Outlook Invite.
- Send reminder via email on Thursday 15 September.
- Deadline for stating preferable timeslot: 16 October. Divide OYW Ambassadors over timeslots.

FG 1

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Deadline for collecting all input: Week 42

D: Private planning

Concrete action steps	Date
Hand-in research proposal to Laila and Erik.	22 September
Establish contact with the IOB-department, and ask for feedback on the proposal.	End of September
Create online survey with its three components and plan virtual interviews with participants.	Beginning of October
Distribute survey among stakeholders and start with the virtual interviews.	October + 1 st week of November
Conduct last interviews.	1 st week of November
Collect data from the survey and interpret the results.	2 nd week of November
Integrate data in findings and recommendations section. Complete evaluation report.	3 th week of November
Send draft to Bart and IOB for feedback.	End of November
Finalize report and plan presentation for the management team.	End of November
Work on the presentation and submit report.	December/ January
Present report to MT.	12 January
Organize a plenary session about the main findings and to present other interesting remarks.	15 January



ANNEX II

Word of welcome

Welcome to this study. My name is Latoya Balogun and I am currently researching the collaboration between the Dutch Ministry of Foreign Affairs and One Young World. For the purpose of this project, I am interested in communicating with One Young World delegates and Ambassadors to get a clear understanding of their direct involvement in the One Young World Summit and most importantly how being an Enterprise for Peace scholar has added value to their professional and personal lives.

You are being invited to take part in this research study. This survey will study your current involvement as an Enterprise for Peace Scholar in the One Young World program. I am aware of the fact that you have not yet experienced the pre-summit program nor the actual One Young World Summit, thus most of the questions will measure how you perceive the One Young World Academy. Additionally, a few questions are included to measure your attitudes and expectations towards the pre-summit program and Summit hosted in Munich July next year. Please note that is your choice whether you want to participate in this study or not. Yet, your input is very valuable to myself as the researcher and your data will be handled with the strictest care and anonymity. Also, subjects' identities will be known among myself but will not be shared among others – also not internally with the Ministry of Foreign Affairs, Orange Corners nor One Young World -. Hence, the data is strictly used for research purposes, and will be integrated in the final version of the evaluation report.

Right to withdraw

Your participation in this research is completely voluntary. You can withdraw from the study at any time without penalty.

*I know that I may refuse to answer any question asked and that I may discontinue participation at any time.

Use of information in the study

All information obtained, including personal data, will be strictly confidential. Your responses will be used for research purposes and will never be associated to your name.

*I understand that information I provide will be used for research purposes and will be handled with strict care.

Taking part in the study

*I have read and understood the information provided above. I consent voluntarily to be a participant in this study.

- Yes
- No

The purpose of this survey is to collect insights on your experiences and expectations as an Enterprise for Peace Scholar. It will take 7 to 10 minutes. Your input will be strictly used for research purposes.

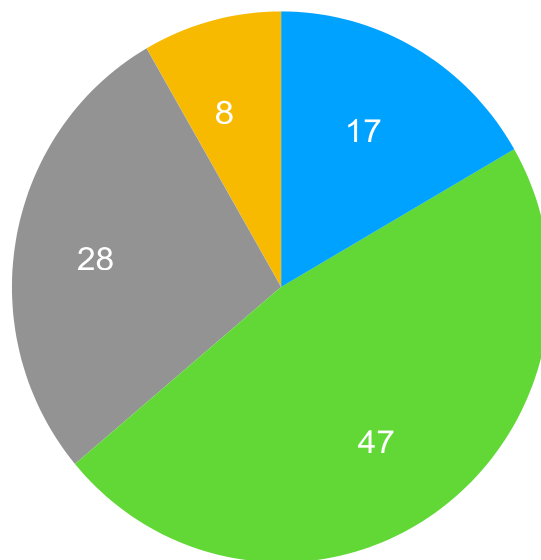
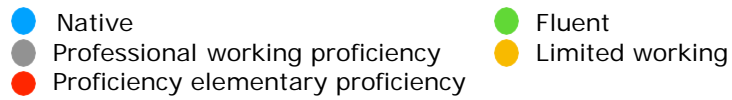
Start of survey

1. Have you been granted an Enterprise for Peace Scholarship by the Ministry of Foreign Affairs which implies that you can attend the pre-summit program in the Hague and the One Young World Summit in Munich in July 2021?

– All participants answered "Yes".

2. To what extent do you understand the English language?

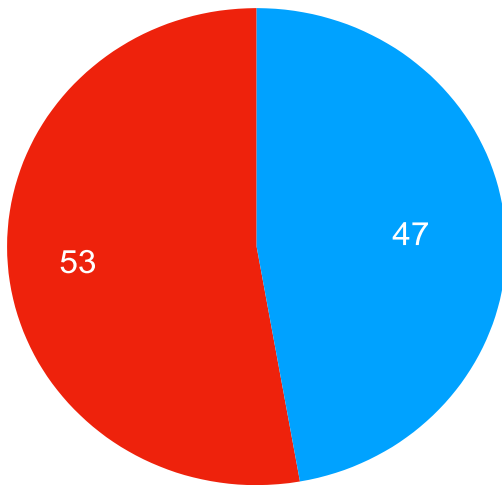
– 92% possess sufficient knowledge and understanding of the English language (figure 1).



3. What is your gender?

- 53% of the participants are female, while the remainder is male (see figure 2).

● Male ● Female

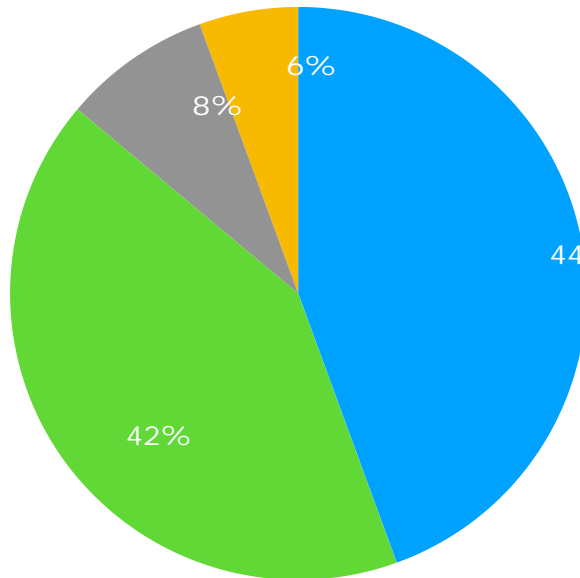
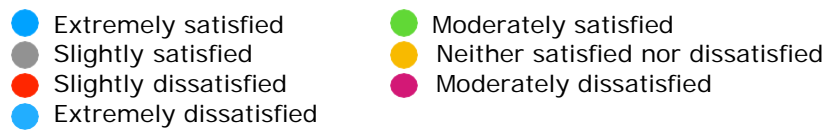


4. What is your age?

- The minimum age measured is 21 and the maximum age is 34. The mean centers around 28.

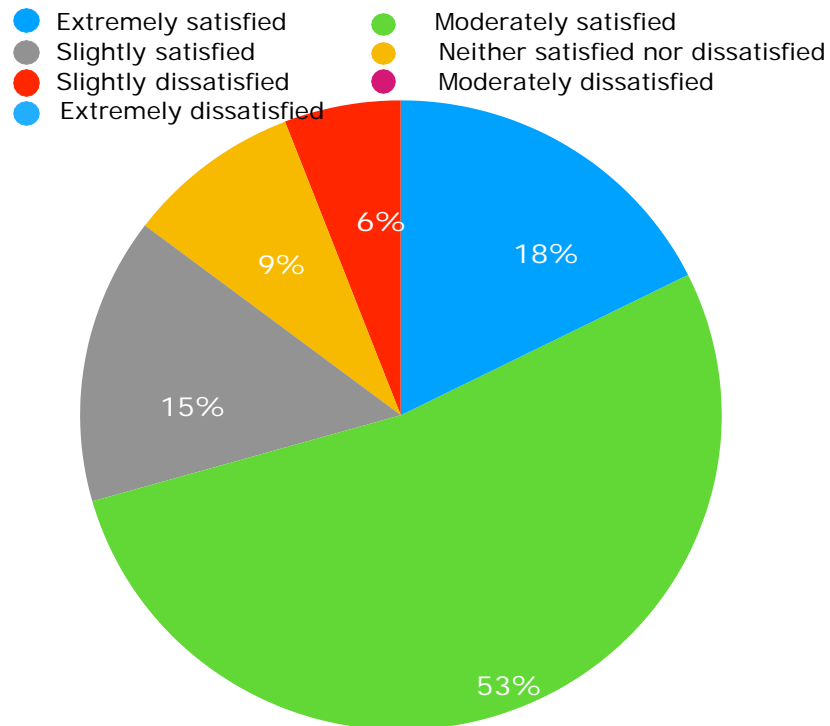
5. How satisfied are in general with the set-up of the sessions provided by the academy?
(i.e. the program, the speakers, the interactivity et cetera.)

- *Majority of the EfP scholars indicate that they are either extremely satisfied with the set-up of the academy (44%) or moderately satisfied (42%) (see figure 3).*



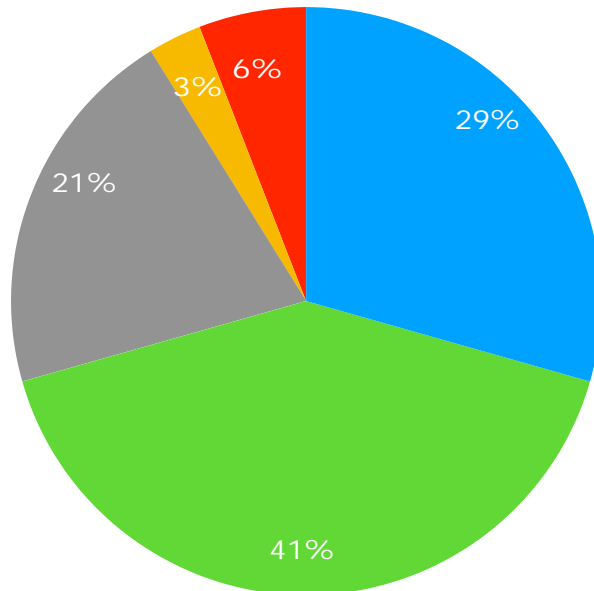
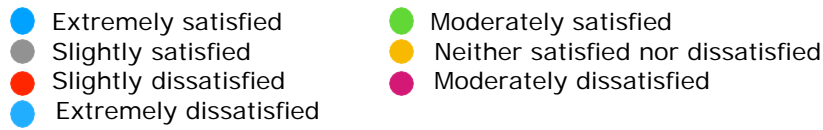
6. To what extent are you satisfied about the course deadlines? (i.e. do you have sufficient time to prepare, can you still combine your private and professional life alongside your involvement in the academy?)

- Majority of the participants state that they are moderately satisfied 53% by the course deadlines. A small percentage (6%) is slightly dissatisfied (see figure 4).



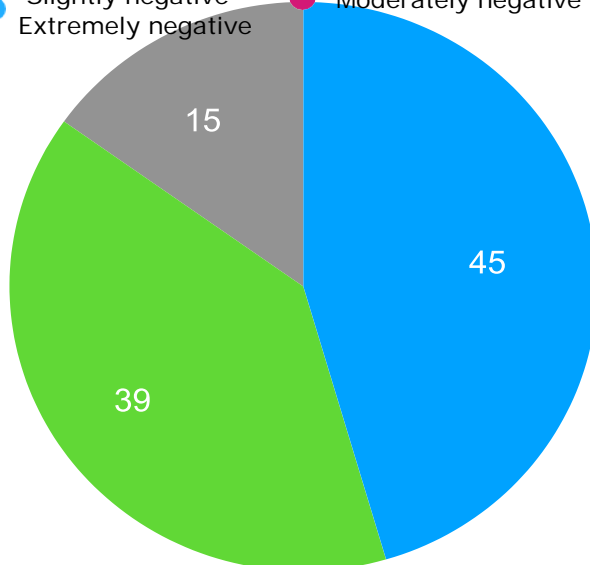
7. How satisfied or dissatisfied are you with the current workload?

- Overall, most of the EfP scholars are extremely (29%), moderately (41%), or slightly (21%) satisfied with the current workload posed by the academy. 6% is slightly dissatisfied by the workload (see figure 5).



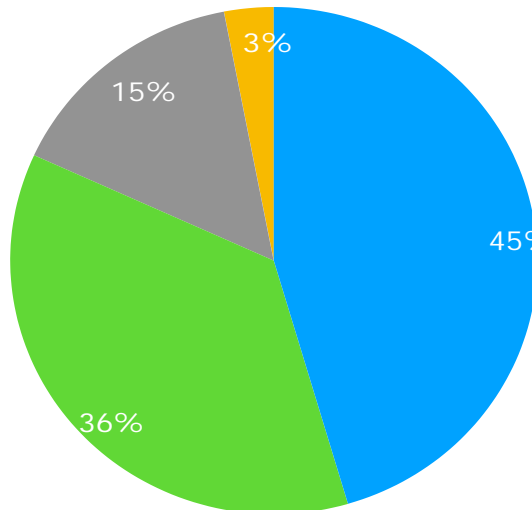
8. To what extent do you feel that you are improving as a learner?

- All participants indicate that they are improving as a learner as result of the academy (see figure 6).



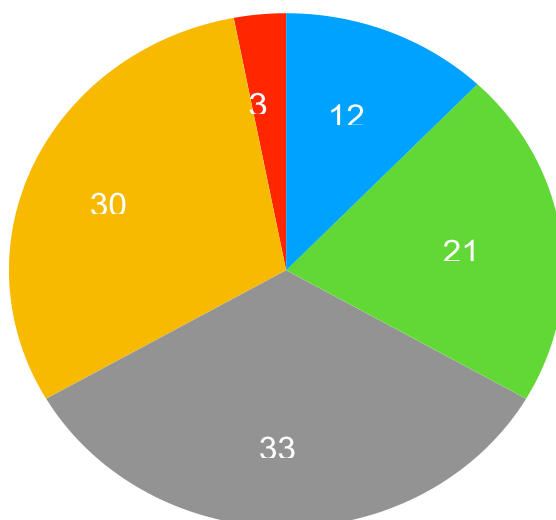
9. To what extent do you feel comfortable reaching out to the team of OYW when you experience personal issues which make it more difficult for you to actively participate in the academy?

- Majority of the participants feel extremely (45%), moderately (36%), or slightly (15%) comfortable to reach out to the team of OYW when they experience personal issues (see figure 7).



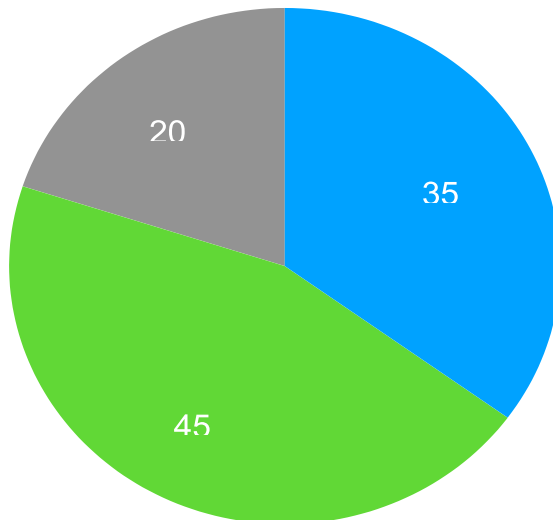
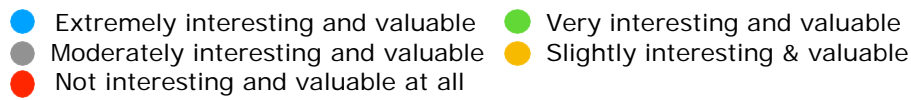
10. To what extent do you take an active part in the lectures?

- Majority of the participants indicate that they actively participate in the academy about half of the time (33%). 30% state that they sometimes actively participate, while 3% never actively participates in the lectures (see figure 8).



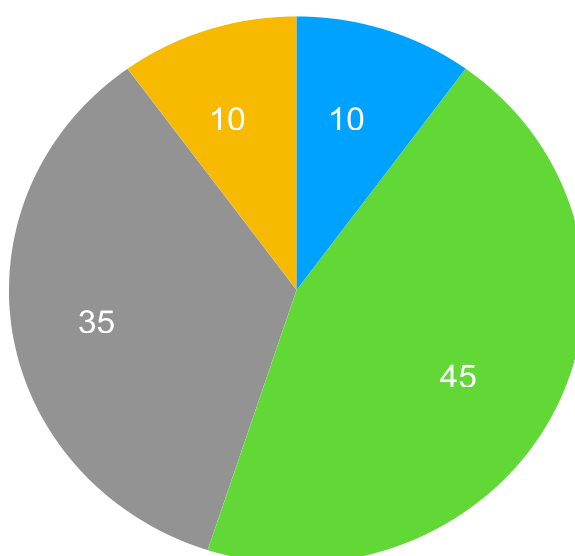
11. To what extent do you perceive the lectures as interesting and valuable?

- All participants perceive the lectures taught in the academy as extremely (35%), very (45%) or moderately (20%) interesting and valuable (see figure 9).



12. To what extent do the expert lecturers try to connect with you on a personal level and include everyone in their session(s)?

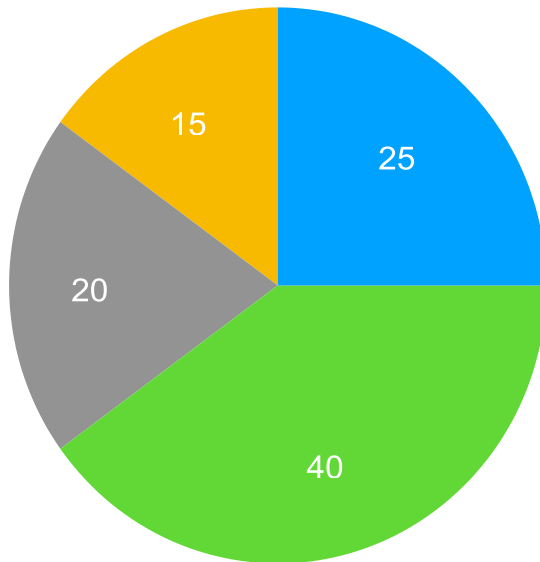
- 45% of the EfP scholars state that they feel that the expert lecturers often try to connect with them on a personal level and involve them in their lectures. 35% experience this a moderate amount, while according to 10% this happens little (see figure 10).



13. To what extent do the expert lecturers let you know what and when something is expected from you?

- Most participants positively respond by stating that the expert lectures appropriately inform them about what is expected from the EfP scholars. According to 20% this happens half of the time, and 15% states this correctly happens sometimes (see figure 11).

Always Most of the time About half of the time Sometime
Never



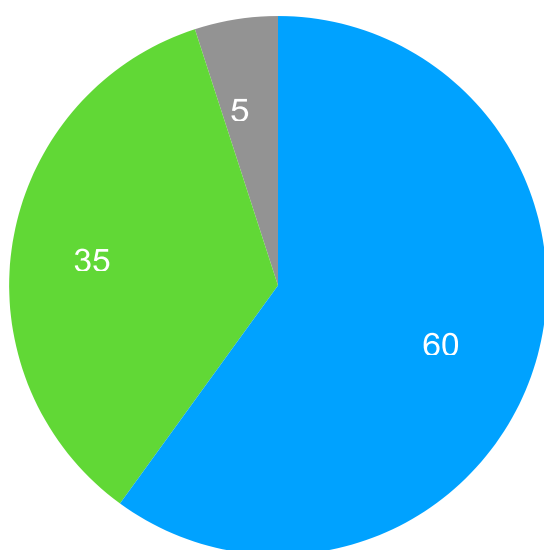
14. Do you enjoy taking part in the academy?

- The only answer given here is “Yes”.

15. To what extent does the reward of publishing your coursework by Oxford University and winning tickets to the Summit in Tokyo in May 2022 motivate you to do you uttermost best?

- *95% of the EfP scholars state that the potential publishing of their coursework by Oxford University and the opportunity to win tickets to the Summit in Tokyo, greatly and/or strongly motivates them to work hard (see figure 12).*

● A great deal ● A lot ● A moderate amount ● A little ● Not at all





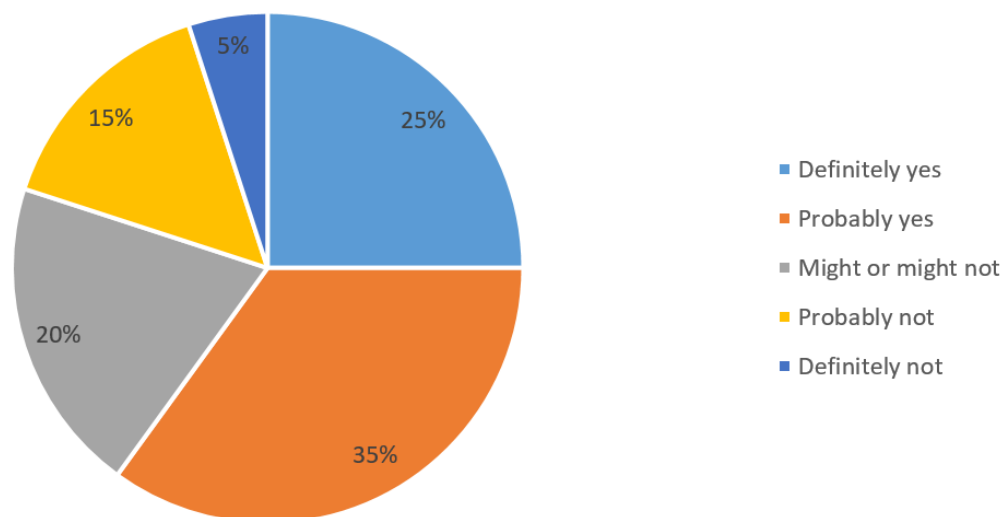
16. Please describe what you already know about being invited as an EfP scholar to the pre-summit program in The Hague.

- "I know that I'm a leader and I can overcome challenge and add value to my activities for creating a better world".
- "I really do not know much. But I think the pre-summit will help us interact with the Dutch MFA, learn about their programs in developing countries, share possibilities of working together. Also, we will get to meet and interact with other scholars of EFP".
- "The pre-program is organized by the Dutch Ministry of Foreign Affairs. It will be an informative and insightful session where we get to learn about what the Ministry's impact has been thus far".
- "I will participate to a conference to know the goal of objectives of the Pre-summit and also to know each other for better networking".
- "I don't know much about it".
- "It is hosted by the Dutch embassy, that is all I know about it".
- "Being part of this program is an amazing opportunity to meet other change makers and take part in forums with international mentors and opportunities to partner".
- "It's a wonderful learning and a networking opportunity".
- "It is a great opportunity to network as it will bring together people from over 50 countries".
- "I already attended a virtual welcome note from Dutch MFA with an insight into what I should expect when I get to The Hague".
- "Very motivating experience".
- "I will get the opportunity to meet change makers from all around the world".
- "The pre-program's aim is to introduce us to the work of Dutch MFA around youth unemployment in the MENA region and Africa and provide a platform for us to engage Dutch policy-makers".
- "The Pre-Summit is a preparation and insightful opportunity to catch a glimpse of what will transpire at the Summit in Munich. It is also an opportunity to interact with the lecturers, speakers and get to listen to insights from key speakers in readiness for the Summit".
- "That it will hold for a couple of days prior to the main event".
- "Being invited as a EfP scholar to the pre-summit means getting the chance to be well prepared to learn more about the program in Munich! It means come to get prepared to represent the voices of youth worldwide in a platform where decisions that affect us and our communities will be made and how to get insights on those decisions".

- “I am selected as an EfP scholar because my enterprise creates youth employment opportunities for prosperous and peaceful societies”.
- “Empowering young leaders to create sustainable job opportunities in selected regions. Second, leveraging the potential of young people as widely as possible for job creation and highlight their potential as a solution to fostering prosperous and peaceful societies. And third, raising awareness of youth unemployment opportunities and sharing best practice”.
- “I know that I met the criteria to be selected for the EFP scholarship”.

17. Would you still be as excited to participate in the pre-summit program if it is hosted digitally because of COVID-19?

- *35% of the EfP scholars indicate that they probably still would be excited to participate in a virtual pre-summit program. 20% is in doubt whether they would still be excited, while 15% states that they probably would not be excited to enroll in a virtual pre-summit program.*



18. In what way do you imagine learning about the activities of the Dutch MFA in the pre-summit program?

- “I imagine it will help us by learning new skills as a peace builders and I think it will be more of interactive activities”.
- “I imagine very exciting sessions sharing about activities of the Dutch MFA. How the different activities have contributed to the attainment of the SDGs. And how I as a young person can work with the MFA to help achieve the SDGs. I hope to learn about the possible partnerships I can form with Dutch Agribusiness firms”.

- "Through interactive workshops and/or groups".
- "I'd like to get people experience and advice".
- "It's just a one life time opportunity that am very much trilled to have been granted through experiential learning".
- "Attending seminars and sessions to orient me with the real summit in Munich".
- " I would appreciate a practical approach whereby we learn directly from staffs at the Dutch MFA who play a key role in initiating those activities. They can share their experiences; the design process, challenges encountered, solutions/lesson learned/outcome".
- "Learning through different means and methods will go a long way in ensuring that there is nothing left to chance that the learner misses out on crucial details and information".
- "Learning through discussions, through team work and networking sessions".
- "By exchanging with the staff of Dutch MFA, by visiting some places".
- I hope that the Dutch MFA organizes workshops, discussions, different sessions about different topics, etc".
- "I imagine an welcoming event filled with very productive activities filled that help us gain knowledge and experiences".

19. What activities would you like to see in the pre-summit program?

- "Activities that allow us to get to know each other, share experiences et cetera".
- "I would like to learn more about 1. the Dutch MFA's programs in East Africa 2. Support for refugees and hosting communities 3. Visit to Dutch Agribusiness firms 4. Possible collaboration or partnership opportunities 5. Chance for us to share about our businesses 6. Networking with staff of the Dutch MFA".
- "A look into the culture and societal values, getting to know one another in smaller groups, interacting with the tastes, sounds and sights".
- "I hope to see company and project presentations and hope to see a way of collaboration between EFP scholars and the DMFA".
- "The opportunity for networking and forming connections".
- "Just activities that allow for scholars to make the most out of the network created by the Enterprise for Peace program especially those that leverage on skills and opportunities for collaboration among scholars and with other stakeholders in the program".
- "I'd be glad to visit start-ups working in field of education, politics and environment".
- "I would like to be involved in team building and networking sessions, group assignments and peer mentorship sessions".



- "I'd hope there be discussions and speeches by policy officers working for the Dutch MFA".
- "I would love to see an introduction by the Dutch MFA and why it opted to partner with OYW. Would also be good to know if the Dutch MFA has a project/s in my country that I can get linked to so as to partner with what the Dutch MFA has in stock for young people around the globe.
- "Activities that allow us to get to know each other".
- "Lectures about Dutch MFA's activities and their outcomes, roundtable discussions with senior Dutch MFA officials, feedback sessions about the work of Dutch with/for young people, visit the ICC to learn about the role of the court in promoting world peace, dialogue between EFP scholars and young Dutch change makers".
- "Networking, collaboration, insightful speakers and most importantly learning through various activities".
- "Games, energizers, team works, debates, the practicing of our communication skills, working on projects etc".
- "I envision tours in the city, meeting local entrepreneurs, talks and networking sessions".

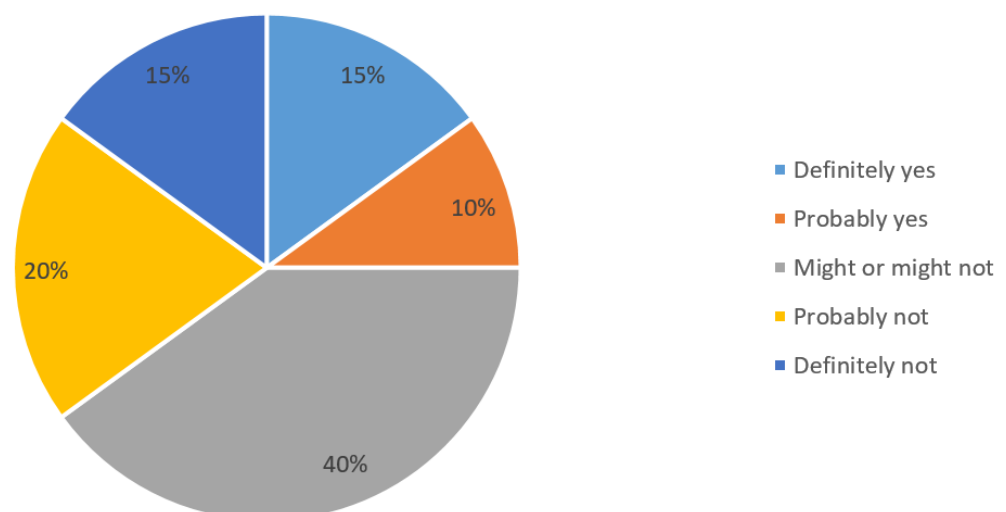
20. Please describe how you visualize the One Young World Summit in Munich.

- "It will be an amazing Summit with young leaders from different cultures and fields of social impact. I believe that it will be the most fruitful event I will attend in my life".
- "I envision 1. Speeches from world leaders 2. Networking with other young people 3. Talking opportunities 4. Visits around Munich 5. Group sessions discussing global issues".
- "A sight and experience that will shape me as a young leader and gives me the tools to move forward and build my own impact in society".
- "For me the OYW summit is one of the best in the world. I real imagine this summit like a big chance to connect to famous and very interesting people with a great background which will motivate me to work hard to impact very positively my community".
- "A meeting of the minds. Generally most of everyone working to make the world and humanity better in one place. In a word: spectacular".
- "For me it will be a 4 days working on workshops, participating in seminars led by international impacting people and networking activities with ability to travel to Europe".
- "I hope that the Summit is about learning and networking. I imagine it to be a colorful and wonderful once in a life experience, and I believe that OYW will be a perfect ground to learn and develop my expertise in community based intervention mechanisms".
- "The Summit will be a great experience of learning and networking".
- "A big event uniting youth!"

- I imagine it to be a platform to learn, exchange ideas/best practices with other change makers and build long-lasting relationships with young people across the globe”.
- “Munich summit is a great chance to get equipped for service. The summit is an opportunity to understand how to tackle the issues that the world faces to date. Thematic presentations and speeches will provide necessary information and resources that will ensure that participants are empowered to go back to their respective countries of origin to create the difference”.
- It's an exciting moment of interaction with experts and fellows from different backgrounds and cultures. It's an opportunity to network, develop myself, gain insights and get more ideas to be implemented locally when thinking globally”.
- “I envision the Summit to be an inspiring and exchanging experience. Moreover, the event is of multicultural nature uniting a lot of young people and leaders etc”.
- I know that the Summit is a welcoming event in Munich stadium where I will be given the chance to see Munich, to meet young leaders from all over the world and potentially interested potential investors. I hope it will be very exciting and inspiring in general”.
- “The Summit will unite youth from all around the world to find solutions to world problems and the Sustainable Development Goals”.

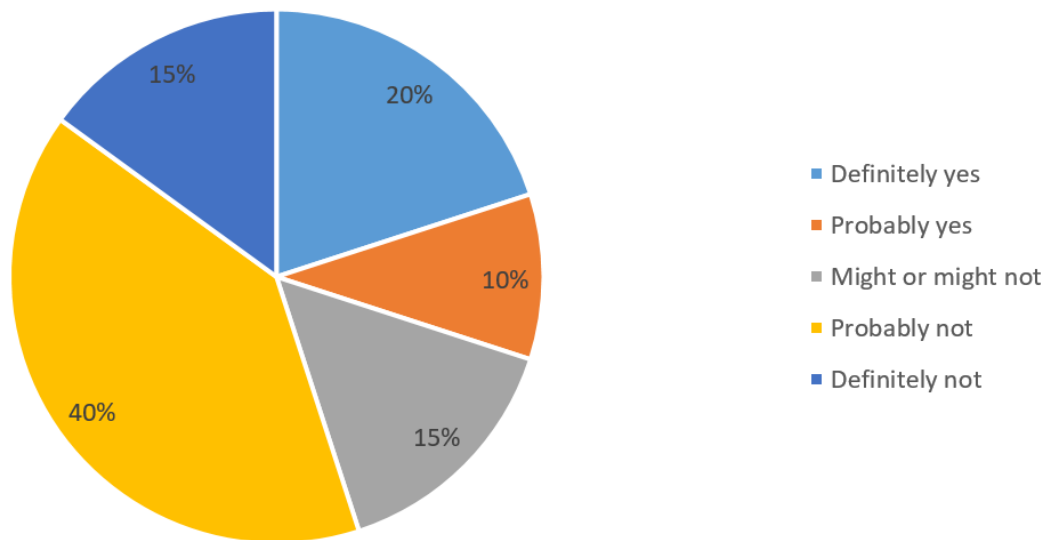
21. Currently, all global citizens have to adjust their daily lives because of the sudden disruption of COVID-19. There is a strong chance that the Summit in Munich will take a different format as we are used to. - Are you interested in a completely virtual Summit?

- *The majority of the participants(40%) mention that they question whether they would still be interested in a completely virtual Summit. 20% of the scholars probably would not be interested in a virtual format, while 15% definitely is not interested in a virtual OYW conference.*



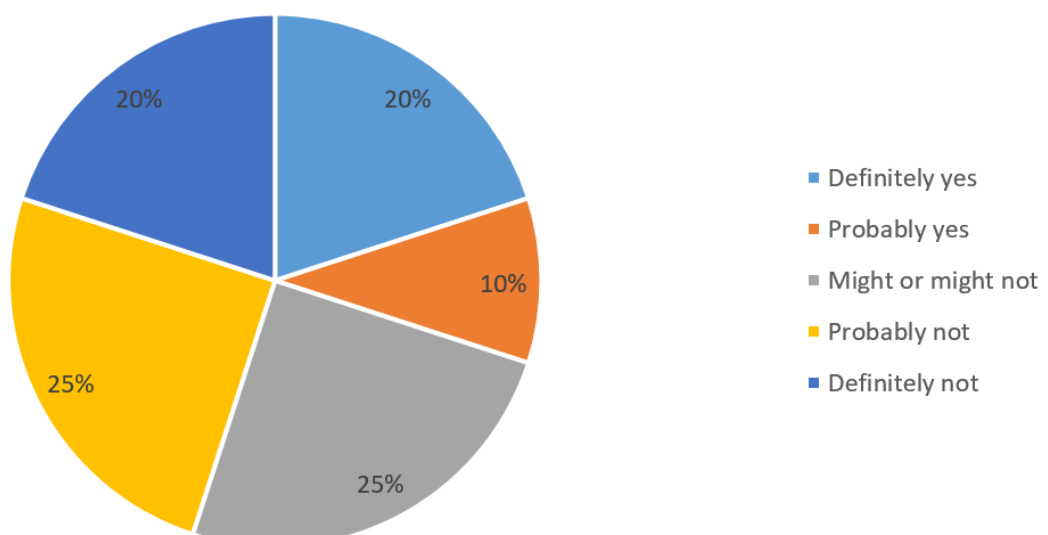
Munich will take a different format as we are used to. - Are you as excited about the Summit if you are not allowed to travel to Munich?

- 40% of the scholars state that they are probably not as excited about the Summit if they are not allowed to travel to Munich. Yet 20% states that even if they cannot travel to Munich, they would definitely still would be as excited about the OYW Summit.



22. Currently, all global citizens have to adjust their daily lives because of the sudden disruption of COVID-19. There is a strong chance that the Summit in Munich will take a different format as we are used to. - Do you think that the conference itself will still be as interesting and valuable to you even when you cannot physically attend?

- 50% of the participants indicate that they might or might not (25%) and/or believe that a virtual conference will probably not (25%) be as interesting and valuable to them once they cannot physically attend.





ANNEX III:

Budgetary overview – London 2019 (One Young World, 2020e; One Young World, 2020j):

BUDGET vs ACTUAL 2019

The budget for 2019 is based on a total of €330,000: €300,000 for scholarships and project management per year for 3 years, as well as €30,000 for an additional annual programme in The Hague.

Item	Budget (EUR)	Actual (EUR)
Scholarships x 50 places for the annual summit including:	EUR 4600 (230,000)	4,600 (230,000)
• Access to the OYW Summit	3,180	2,971 (148,550)
• Shared hotel accommodation (approx €155 per night)	388	483 (24,141)
• Breakfast, lunch, dinner (approx €40)	40	261 (13,035)
• Ground transportation (approx. €42 per head)	42	73 (3,665)
• Return economy flights (based on average of €750 per flight)	750	812 (40,578)
Total Costings for Project management		70,000
Project Management is based on 3 staff costings @ average daily rate of €250 x 60 days in the lead up to and duration of the Summit.		45,000
As well as 1 x Senior lead @ €500 x 15 days		7,500
The work of the Project team includes:		
• Announcement of the initiative and if the selected delegates for the scholarship by end of April 2019 for this year.		
• Administration & Logistics Management for the OYW Summit 2018: Registration, Flight & Hotel bookings, Food and Beverage allocation (July – Sep)		
• Convening of a meeting at the OYW global Summit		
• Organisation Enterprise for Peace Workshop at One Young World Global Summit		
• Organisation of a Side-Session at One Young World Global Summit		
• Dedicated Initiative Webpage on OYW website	PR Agency Costings	3,500
• Media coverage	As above	3,000
• Interim report (deliverable annually in January)	1 Senior Staff x 5 days @ €500	2,500
• Monitoring, Evaluation and Impact report (deliverable annually in April)	Impact Analyst x 20 days @ €200	4,000
• Communications & Advocacy around <i>Enterprise for Peace</i>	PR Agency Costings	3,000
• Travel OYW Staff to meet with counterparts at the Dutch MFA 2 x dedicated meetings per year with the Dutch MFA,		784
Additional Programme The Hague 20 -21 October	30,000	330,000



Cost estimation vs actual costs- pre-summit program London 2019:

Accommodation – The Hague

Actual Cost €6,710

Babylon Hotel The Hague

Dates: Sunday 20 October

Detail: 1 night, 25 twin rooms for 50 pax

Cost: Approx €170 per night (including breakfast, excluding tourist VAT of €4,45 per person per night)

Approximate Cost total (including tourist VAT): **€4.250**

Visa The Hague

Schengen Visa – Actual Cost €2,376

British Visa – Actual Cost €8,815

Based on One Young World's experience of last year, a visa for The Hague (Schengen) costs between €55-€60 on an average basis per person. A British visa, with the current exchange range, cost €108 per person – date 20/3/2019.

Cost for Schengen visa for 40 persons: between **€2.200 - €2.400**

Cost for British visa for 50 persons: **€5.400**

Cost total: **€7.600 - €7.800**

Ground Transportation Amsterdam Airport – The Hague

Actual Cost €378

Cost for train per person €10 x 50 = **€500**

Den Haag Travel Card €7.10 x 50 = **€355**

Cost total: €855

Coach transport The Hague – London

Actual Cost €8,085

Bus The Hague – London

Date: Monday 21 October

Departure time: 21:00 local time

Arriving time: 03:45 local time

Provider: Flixbus Netherlands

Cost total: Approx **€5.000** (including VAT)

Shoulder Night Accommodation – London

N/A

Hotel London (Location unknown at this stage but same hotel for the rest of the Summit)

Dates: Monday 22 October (arrival time early morning/midnight 23 October)

Detail: 1 extra night, 25 twin rooms for 50 pax

Costs: Approximately GBP210 per night (including breakfast and tourist VAT)

Approximate Cost total: **€6.100 (based on exchange rate 24/4/2019)**

Meals The Hague

Dinner Sunday October 20: €30,00 per person

Actual Cost €1,145.80

Lunch Monday October 21: €30,00 per person

Actual Cost €1,137.50

Dinner Monday October 21: €30,00 per person

Actual Cost €2,215.50

Approximately €4,500

Buffet Lunch During Embassy Visit

Actual Cost €1,658.80

(Deducted from 2020 grant, payment via the Dutch Ministry of Foreign Affairs)

Tuesday October 22

Approximately: €4.000



ANNEX IV:

Budgetary overview – Munich 2020/2021 (One Young World, 2020e; One Young World, 2020j):

Item	Cost	Total (EUR)
Scholarships x 50 places for the duration of the annual summit including: <ul style="list-style-type: none"> • Access to the OYW Summit • Shared hotel accommodation (approx €155 per night) • Breakfast, lunch, dinner (approx €40) • Ground transportation (approx. €42 per head) • Return economy flights (based on average of €750 per flight) 	Approx EUR 4600 per place	230,000
Total Costings for Project management		70,000
Project Management is based on 3 staff costings @ average daily rate of €250 x 60 days in the lead up to and duration of the Summit.		45,000
As well as 1 x Senior lead @ €500 x 15 days		7,500
The work of the Project team includes: <ul style="list-style-type: none"> • Announcement of the initiative and if the selected delegates for the scholarship by end of April 2020 for this year. • Administration & Logistics Management for the OYW Summit 2020: Registration, Flight & Hotel bookings, Food and Beverage allocation (July – Sep) • Convening of a meeting at the OYW global Summit • Organisation <i>Enterprise for Peace</i> Workshop at One Young World Global Summit • Organisation of a Side-Session at One Young World Global Summit • Dedicated Initiative Webpage on OYW website • Media coverage • Interim report (deliverable annually in January) • Monitoring, Evaluation and Impact report (deliverable annually in April) • Communications & Advocacy around <i>Enterprise for Peace</i> (Sep onwards) • Travel OYW Staff to meet with counterparts at the Dutch MFA 2 x dedicated meetings per year with the Dutch MFA, 	PR Agency Costings As above 1 Senior Staff x 5 days @ €500 Impact Analyst x 20 days @ €200 PR Agency Costings	3,500 3,000 2,500 4,000 3,000 1,500
Additional Programme The Hague 20 -21 October	26,000 (see Annex I)	326,000



One Young World – Dutch MFA Scholarship 2020																	Expenses					Budget (2020) Update				
Description				Price per Scholarship [EUR]	No. of Scholars	Project Mgmt Days	Daily Rate (€)	Amount	Actual Jan-May 2020	10 Jun-20	9 Jul-20	8 Aug-20	7 Sep-20	6 Oct-20	5 Nov-20	4 Dec-20	3 Jan-21	2 Feb-21	1 Mar-21	0 Apr-21	Total					
Scholarship (x50)																										
Access to the OYW Summit				€ 3,180.00	50			€ 159,000	€ 2,644	€ 5,000	€ 5,000	€ 5,000	€ 5,000	€ 12,000	€ 12,000	€ 12,000	€ 16,800	€ 25,000	€ 25,000	€ 33,556	€ 159,000					
Shared hotel accommodation (approx €170 pn x 4)				€ 340.00	50			€ 17,000	€ 8,926								€ 8,074			€ 2,000	€ 17,000					
Breakfast, lunch, dinner (approx €40)				€ 40.00	50			€ 2,000										€ 2,000			€ 2,000					
Ground transportation (approx €40)				€ 40.00	50			€ 2,000										€ 2,000			€ 2,000					
Return economy flights (based on average of €1000 per flight)				€ 1,000.00	50			€ 50,000						€ 64,473							€ 64,473					
Visas (Schengen)					50			€ 0													€ 0					
Project Management								€ 230,000													€ 244,473					
Team Leader- Tessa Daling					15		€ 500.00	€ 7,500									€ 500	€ 500	€ 1,000		€ 7,500					
Fellow - Alexandra Otubanjo					60		€ 250.00	€ 15,000									€ 1,250	€ 1,250	€ 1,750	€ 15,000						
Fellow - Carmen Jimenez Martinez					60		€ 250.00	€ 15,000									€ 1,250	€ 1,250	€ 1,750	€ 15,000						
Fellow - Serina Larsen					60		€ 250.00	€ 15,000									€ 1,250	€ 1,250	€ 1,750	€ 15,000						
Project Team Expenses								€ 52,500													€ 52,500					
Dedicated Initiative Webpage on OYW website				€ 3,500.00				€ 3,500													€ 3,500					
Media Coverage				€ 3,000.00				€ 3,000													€ 3,000					
Interim report - Tessa Daling					5		€ 500.00	€ 2,500												€ 2,500	€ 2,500					
Monitoring, Evaluation and Impact report - Fellows					20		€ 200.00	€ 4,000											€ 4,000		€ 4,000					
Communications & Advocacy around Enterprise for Peace				€ 3,000.00				€ 3,000											€ 3,000		€ 3,000					
Travel OYW Staff to meet with counterparts at the Dutch MFA 2 x dedicated meetings per year with the Dutch MFA				€ 1,500.00				€ 1,500									€ 750		€ 750		€ 1,500					
Pre-Program Expenses								€ 17,500													€ 17,500					
Accommodation - The Hague (3 nights)				€ 159.45	75			€ 11,959											€ 11,959		€ 11,959					
Schengen visa costs				€ 108.00	50			€ 5,400						€ 5,400							€ 5,400					
Train Schiphol-The Hague				€ 10.00	50			€ 500									€ 500				€ 500					
Travelcard to use in The Hague				€ 7.10	50			€ 355									€ 355				€ 355					
Train The Hague-Munich				€ 85.00	50			€ 4,250									€ 4,250				€ 4,250					
Meals The Hague (5 meals x 55 people x €30 pp)				€ 30.00	275			€ 8,250											€ 8,250		€ 8,250					
Lunch Package (1 x 55 people x €10 pp)				€ 10.00	55			€ 550											€ 550		€ 550					
Budget for museum visit / transport to Delft or Leiden				€ 50.00	15			€ 750											€ 750		€ 750					
Total								€ 32,014													€ 32,014					
Unexpected costs (5% of budget)								€ 1,600												€ 1,600	€ 1,600					
Total including unexpected costs								€ 33,614									€ 0	€ 5,105	€ 0	€ 11,959	€ 11,150	€ 33,614				
TOTAL VALUE								€ 333,614	€ 24,321	€ 10,500	€ 7,000	€ 7,000	€ 7,000	€ 86,123	€ 16,250	€ 16,250	€ 34,979	€ 31,250	€ 44,959	€ 62,456	€ 348,087					
Less Underspend 2019								(€ 3,000)	€ 34,821	€ 41,821	€ 48,821	€ 55,821	€ 141,943	€ 158,193	€ 174,443	€ 209,422	€ 240,672	€ 285,631	€ 348,087		(€ 3,000)					
2020 CONTRACT VALUE								€ 330,614	€ 24,321	€ 10,500	€ 7,000	€ 7,000	€ 7,000	€ 86,123	€ 16,250	€ 16,250	€ 34,979	€ 31,250	€ 44,959	€ 62,456	€ 345,087					



Cost estimation for pre-summit program Munich 2020/2021:

Accommodation - The Hague

Babylon Hotel The Hague

Dates: TBD with Dutch MFA

Detail: TBD amount of nights, 25 twin rooms for 50 pax

Cost: €155 per night (including breakfast, excluding tourist VAT of €4,45 per person per night)

Cost total (including tourist VAT): **€4.097,75**

Visa Schengen

Based on One Young World's experience of previous years, a Schengen visa costs between €55-€60 on an average basis per person.

Cost total between: **€2.750- €3.000**

Ground Transportation Amsterdam Airport – The Hague

Cost for train per person €10 x 50 = **€500**

Den Haag Travel Card €7.10 x 50 = **€355**

Cost total: €855

Train transport The Hague - Munich

Bus The Hague – Munich

Date: TBD with Dutch MFA

Cost total: Between **€3.500**

Price per person estimates around €70,00 single

Meals The Hague

Lunch TBD date: €30,00 per person

Dinner TBD date: €30,00 per person

Lunch TBD date: €30,00 per person

Dinner TBD date: €30,00 per person

Cost total: **€6.000**

Buffet Lunch During Embassy Visit TBD with Dutch MFA

Approximately: **€4.000**

ESTIMATED GRAND PRE PROGRAM TOTAL (2020) (hotel, visa, transport and meals):

Approximately **€25.550,50 rounded up to €26.000**



ANNEX V:

Enterprise for Peace scholars featured in the One Young World Weekly Roundup in the One Young World news page (One Young World, 2020h):

- Selam Kebede featured in the November 2018 Weekly Roundup for writing an article on the election of the first-ever female Ethiopian President.
- John Dal Dak featured in the 2019 Weekly Roundup for delivering a keynote at the Global Refugee Youth Consultations.
- Charif Hamidi was featured in the December 2018 Weekly Roundup for being nominated as a Top 50 Finalist for the 2019 Global Teacher Prize sponsored by the Varkey Foundation.
- Salam Al-Nukta featured in the January 2019 Weekly Roundup for being accepted by Bridges for Enterprise for their pro-bono consulting programme.
- Victor Odhiambo featured in the May 2019 Weekly Roundup for being featured in the newsletter "A Health Blueprint".
- Olasupo Abideen featured in the January 2019 Weekly Roundup for being selected to be part of the International Goalkeepers Youth Action Accelerator Steering Committee.
- Ifedayo Durosimi-Etti featured in the January 2019 Weekly Roundup for being featured in the front cover of the Guardian Nigeria.
- Salam Al-Nukta featured in the January 2019 Weekly Roundup for speaking during the Geneva Peace Week organised by the United Nations Office of Geneva.
- Routouang Mohamed Ndonga Christian featured in the January 2019 Weekly Roundup for speaking at the Global Entrepreneur Week Chad 2018.
- Chrif Hamidi featured in the April 2019 Weekly Roundup for connecting with UNICEF to discuss educational challenges and solutions.
- Gharsanay Amin featured in the February 2019 Weekly Roundup for being awarded "2019 Woman of Distinction" by CSW/NY.
- Salam Al-Nukta featured in the March 2019 Weekly Roundup for participating as Guest of Honour at the Orange Corners event.
- Olasupo Abideen featured in the March 2019 Weekly Roundup for being Invited to speak at the United Nations National Peace Committee High Level Dialogue Forum For Peaceful 2019 Election, that took place in Kwara.
- Charif Hamidi featured in the April 2019 Weekly Roundup for attending the Global Education and Skills Forum by Varkey Foundation.
- Olasupo Abideen featured in the May 2019 Weekly Roundup for speaking at the Peace is Possible Summit.
- Spandana Palaypu featured in the July 2019 Weekly Roundup for speaking at the World Forum for Foreign Direct Investment in Sydney.
- Olasupo Abideen featured in the August 2019 Weekly Roundup for organizing the 2019 International Youth Day Summit.
- Salam Al-Nukta featured in the September 2019 Weekly Roundup for launching a new start up called LeafUp.
- Olasupo Abideen featured in the September 2019 Weekly Roundup for being selected out of almost 50,000 applicants to the National Training Academy.
- Imrana Alhaki Buba featured in the September 2019 Weekly Roundup for being awarded the " Outstanding Achievement Award" by the University of Maiduguri Alumni Association.



- Spandana Palaypu featured in the December 2019 Weekly Roundup for being awarded the Expo Live Innovation Impact Grant fund for a value of USD \$100,000 along with support and guidance to accelerate and scale ZoEast.
- John Jal Dak featured in the December 2019 Weekly Roundup for attending the African Union High Level Dialogue on Refugees, Returnees & Internal Displacement.
- Salmine Sassi featured in the December 2019 Weekly Roundup for visiting the Dutch Embassy in Tunisia.
- Salam Al Nukta featured in the December 2019 Weekly Roundup for attending the high-level conference on progress achieved in the implementation of Beijing+25 which was held by United Nations Economic and Social Commission for Western Asia - ESCWA and UN Women.
- Olasupo Abideen featured in the December 2019 Weekly Roundup for translating the Sustainable Development Goals into local languages.
- Spandana Palaypu featured in the December 2019 Weekly Roundup for work being featured by Malasa! "Spandana Palaypu: Making an Impact".
- Spandana Palaypu featured in the December 2019 Weekly Roundup for being listed as a 'trendsetter' on Ahlan's Most Influential 2019 list, one of UAE's most popular magazines.
- Demola Adeleke featured in the January 2020 Weekly Roundup for being featured by The Cable.
- Olasupo Abideen featured in the January 2020 Weekly Roundup for being appointed as one of the TEF Hub Leads.
- Olasupo Abideen featured in the January 2020 Weekly Roundup for being selected as the only Nigerian among the 12 global ambassadors for Youth Power Sustainable Development Goals (SDGs) campaign initiative.
- Hussein Aboalmaali featured in the February 2020 Weekly Roundup for making his movie debut in Mughal Mowgli, an upcoming American-British drama film.
- Salam Al Nukta featured in the March 2020 Weekly Roundup for being featured by UN Women.
- Salam Al Nukta featured in the March 2020 Weekly Roundup for selected as one of UN Women's leaders for #GenerationEquality.
- Salam Al Nukta featured in the April 2020 Weekly Roundup for participating in a jointly chaired OECD and UN Women roundtable for Women Leaders on COVID-19 and the Future along with 24 other leaders, including OYW Counsellor Jayathma Wickramana.
- Hussein Aboalmaali featured in the April 2020 Weekly Roundup for being featured in an interview by GQ Middle East: "Hussain Manawer Is Painfully Honest For His Own Good" by Bilal Muhammad.
- Fatima Al-Ansar featured in the April 2020 Weekly Roundup for being a panellist on a webinar hosted by the African Union, speaking on the topic of the COVID-19 pandemic and its implications on silencing the guns in Africa.
- John Dal Dak featured in the April 2020 Weekly Roundup for being selected to join the cohort of the 2020 Yunus & Youth Fellowship programme, selected from over 1,000 applicants.
- Mohamed Ndonga Christian featured in the April 2020 Weekly Roundup for being selected to join the cohort of the 2020 Yunus & Youth Fellowship programme, selected from over 1,000 applicants.
- Salam Al Nukta featured in the May 2020 Weekly Roundup for being a speaker on the World Speech Day South Africa #GenerationEquality Podcast Series. Salam



spoke on the topic of why we should be encouraging women and girls to pursue careers in STEM.

- Olasupo Abideen featured in the May 2020 Weekly Roundup for being interviewed with the Newsday programme on BBC World Service radio. He spoke about his new venture, know COVID-19 and the importance of countering misinformation during these difficult times.
- Mohammed Salih featured in the May 2020 Weekly Roundup for providing his expertise on 'Innovative ways to tackle the skills gap between universities and the labour market in The Malian Academy of Leadership.
- Cheick Doumbia featured in the June 2020 Weekly Roundup for hosting a conversation with community leaders and activists to discuss the role of African youth in the fight against racism. Participants included the African Leadership Group, the National Association for the Advancement of People of Color, The Apprentice Of Peace, Ejima YarnPartic and more.
- Paska Nyaboth featured in the June 2020 Weekly Roundup for being selected to join the Women Deliver Class of 2020. Selected to join the Women Deliver Class of 2020.
- Salam Al Nukta featured in the June 2020 Weekly Roundup for being selected to join the Women Deliver Class of 2020. Selected to join the Women Deliver Class of 2020.
- Mohammed Salih featured in the June 2020 Weekly Roundup for being invited to join a live discussion with Sudan NextGen Organisation on "Sudanese Made Mechanical Ventilators and their significance in the Management of Patients with COVID-19 infection".
- Nelson Olanipekun featured in the June 2020 Weekly Roundup for being selected and completing the 2020 Forbes Digital Startup Accelerator.
- Routouang Mohamed Ndonga Christian featured in the July 2020 Weekly Roundup for being appointed as Minister for Youth and Sports in Chad.
- Salam Kanhoush featured in the August 2020 Weekly Roundup for being featured in The Brave Entrepreneurs Video Series a program that is funded by the European Union to support refugees through specialized training and mentoring.
- John Dal Dak featured in the August 2020 Weekly Roundup for being featured in the UN Office for the Coordination of Human Affairs' website.
- Routouang Mohamed Ndonga Christian featured in the August 2020 Weekly Roundup for speaking on the Greater Inclusion of African Youth in Public Service and Governance for the African Leadership Institute.

MFA Scholars featured on One Young World blogs:






- Blog post about Victor Odhiambo and his fight to slow the spread of COVID.

ANNEX VI:


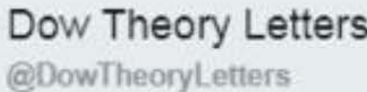








Media coverage highlighting the Dutch Ministry of Foreign Affairs' Enterprise for Peace Scholarship (One Young World, n.d.).

	Yahoo! Finance View Release	Global	English	Media & Information
	MarketWatch View Release	United States	English	Financial
	PR Newswire View Release	Global	French	Media & Information
	PR Newswire View Release	Global	English	Media & Information
	Benzinga View Release	United States	English	Financial
	FinanzNachrichten.de View Release	Germany	English	Financial
	WFMJ-TV NBC-21 [Youngstown, OH] View Release	United States	English	Media & Information
	WBOC-TV CBS-16 [Salisbury, MD] View Release	United States	English	Media & Information
	KTVN-TV CBS-2 [Reno, NV] View Release	United States	English	Media & Information
	StockHouse.com View Release	Canada	English	Financial













	Informazione.it View Release	Italy	English	Media & Information
	RFD-TV [Nashville, TN] View Release	United States	English	Media & Information
	FinancialContent - PR Newswire View Release	United States	English	Media & Information
	WRAL-TV CBS-5 [Raleigh, NC] View Release	United States	English	Media & Information
	Townhall Finance View Release	United States	English	Media & Information
	Tamar Securities View Release	United States	English	Financial
	IBTimes View Release	United States	English	Media & Information
	Rockford Register Star [Rockford, IL] View Release	United States	English	Media & Information
	Great American Financial Resources View Release	United States	English	Financial
	Franklin Credit Management View Release	United States	English	Financial













 Investor powered stock market news	Value Investing News View Release	United States	English	Financial
 @DowTheoryLetters	Dow Theory Letters View Release	United States	English	Financial
	Daily Penny Alerts View Release	United States	English	Financial
	Benefit Plans Administrative Services View Release	United States	English	Financial
	Ascensus View Release	United States	English	Financial
	1st Discount Brokerage View Release	United States	English	Financial
	PR Newswire UK View Release	United Kingdom	English	Media & Information
	CEO.CA View Release	Canada	English	Financial
	One News Page Global Edition View Release	Global	English	Media & Information
	QuoteMedia View Release	Global	English	Financial

	WICZ-TV FOX-40 [Binghamton, NY] View Release	United States	English	Media & Information
	Spoke View Release	United States	English	Business Services
	Suncoast News Network [Sarasota, FL] View Release	United States	English	Media & Information
	New Delhi Times View Release	India	English	Media & Information
	WRDE-TV CBS [Milton, DE] View Release	United States	English	Media & Information
	Daily Herald [Chicago, IL] View Release	United States	English	Media & Information
	NewsBlaze US View Release	United States	English	Media & Information
	Mom Blog Society View Release	United States	English	Retail & Consumer
	PICANTE View Release	Romania	English	Media & Information
	State of Digital Publishing View Release	Global	English	Media & Information













	Ask.com View Release	United States	English	Media & Information
	Virtual-Strategy Magazine View Release	United States	French	Tech
	Virtual-Strategy Magazine View Release	United States	English	Tech
	One News Page Unites States Edition View Release	United States	English	Media & Information
	The Daily Press [St. Marys, PA] View Release	United States	English	Media & Information
	WBOC-TV FOX-21 [Salisbury, MD] View Release	United States	English	Media & Information
	KJUN-TV / KFOL-TV HTV10 [Houma, LA] View Release	United States	English	Media & Information
	Night Helper View Release	United States	English	Retail & Consumer
	Buffalo News [Buffalo, NY] View Release	United States	English	Media & Information
	Oklahoman [Oklahoma City, OK] View Release	United States	English	Media & Information













	Stage of Life View Release	United States	English	Multicultural & Demographic
	ProfitQuotes View Release	United States	English	Financial
	News Digest Nigeria View Release	Nigeria	English	Media & Information
	Ticker Technologies View Release	United States	English	Financial
	Naija Standard Newspaper View Release	Africa	English	Media & Information
	Ridgway Record [Ridgway, PA] View Release	United States	English	Media & Information
	Latin Business Today View Release	United States	English	Multicultural & Demographic
	FUSION ME View Release	United Arab Emirates	English	Business Services
	Minyanville View Release	United States	English	Financial
	myMotherLode.com [Sonora, CA] View Release	United States	English	Media & Information













	Pittsburgh Post-Gazette [Pittsburgh, PA] View Release	United States	English	Media & Information
	The Arabian Post View Release	United Arab Emirates	English	Media & Information
	Daily Times Leader [West Point, MS] View Release	United States	English	Media & Information
	Business Transformation View Release	United Arab Emirates	English	Media & Information
	Enterprise Channels MEA View Release	United Arab Emirates	English	Media & Information
	The Chronicle Journal [Thunder Bay, ON] View Release	Canada	English	Media & Information
	The Pilot News [Plymouth, IN] View Release	United States	English	Media & Information
	The Evening Leader [St. Marys, OH] View Release	United States	English	Media & Information
	Africa Business View Release	Africa	English	Media & Information
	Winslow, Evans & Crocker View Release	United States	English	Financial























	The Saline Courier [Benton, AR] View Release	United States	English	Media & Information
	Valley City Times-Record [Valley City, ND] View Release	United States	English	Media & Information
	Fat Pitch Financials View Release	United States	English	Financial
	The Morning News [Blackfoot, ID] View Release	United States	English	Media & Information
	Jotup View Release	Global	English	Business Services
	One News Page Australia Edition View Release	Australia	English	Media & Information
	One News Page Australia Edition View Release	Australia	English	Media & Information
	Borger News Herald [Borger, TX] View Release	United States	English	Media & Information
	Life In a House of Testosterone View Release	United States	English	Retail & Consumer
	Mammoth Times [Mammoth Lakes, CA] View Release	United States	English	Media & Information



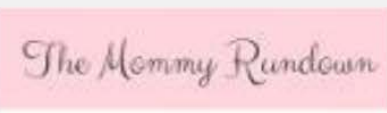









	Wapakoneta Daily News [Wapakoneta, OH] View Release	United States	English	Media & Information
	Big Spring Herald [Big Spring, TX] View Release	United States	English	Media & Information
	The Deer Park Tribune [Deer Park, WA] View Release	United States	English	Media & Information
	Starkville Daily News [Starkville, MS] View Release	United States	English	Media & Information
	UAE Business View Release	United Arab Emirates	English	Media & Information
	The Punxsutawney Spirit [Punxsutawney, PA] View Release	United States	English	Media & Information
	ArlingtonWatches View Release	Global	English	Retail & Consumer
	Sweetwater Reporter [Sweetwater, TX] View Release	United States	English	Media & Information
	Malvern Daily Record [Malvern, AR] View Release	United States	English	Media & Information
	Minster Community Post [Minster, OH] View Release	United States	English	Media & Information












	The Post and Mail [Columbia City, IN] View Release	United States	English	Media & Information
	TOTAL DUBAI View Release	United Arab Emirates	English	Media & Information
	Davebrook Digital PR View Release	Nigeria	English	Media & Information
	Decatur Daily Democrat [Decatur, IN] View Release	United States	English	Media & Information
	Poteau Daily News [Poteau, OK] View Release	United States	English	Media & Information
	The Antlers American [Antlers, OK] View Release	United States	English	Media & Information
	The Kane Republican [Kane, PA] View Release	United States	English	Media & Information
	YesGulf View Release	United Arab Emirates	English	Media & Information
	The Observer News Enterprise [Newton, NC] View Release	United States	English	Media & Information
	Inyo Register [Bishop, CA] View Release	United States	English	Media & Information

 Business News	Access News View Release	United States	English	Media & Information
	Loup Dargent View Release	United Kingdom	English	Entertainment
	Mpelembe View Release	United Kingdom	English	Travel & Leisure
 Buy the heart strings of love Pinky for your little ones	Pink Heart String View Release	United States	English	Retail & Consumer
 WTNZ • Knoxville, TN	WTNZ FOX-43 (Knoxville, TN) View Release	United States	English	Media & Information
	Manhattanweek View Release	United States	English	Media & Information
	WDFX-TV FOX-34 [Dothan, AL] View Release	United States	English	Media & Information
 Soul From The East	Afroway View Release	Nigeria	English	Entertainment
	WPGX-TV FOX-28 [Panama City, FL] View Release	United States	English	Media & Information
	Xpert View Release	United Kingdom	English	Business Services

	Invertir USA View Release	United States	English	Media & Information
	Property Aspects Magazine View Release	United Kingdom	English	Real Estate
	Willard Post View Release	Global	English	Multicultural & Demographic
	Gulf Education View Release	United Arab Emirates	English	Policy & Public Interest
	A24Media: Africa's Voice View Release	Africa	English	Media & Information
	A Rain of Thought View Release	United States	English	Entertainment
	Gateway News Source View Release	United States	English	Media & Information
	Adventures of the Mommy Homemaker View Release	United States	English	Retail & Consumer
	Iran's View View Release	Iran	English	Media & Information
	EMSF-Lisbon View Release	Portugal	English	Media & Information

	The Mommy Rundown View Release	United States	English	Retail & Consumer
	Lang1234.com View Release	Global	French	Media & Information
	Skipah's Realm - Divorced father speaking his mind View Release	United States	English	Retail & Consumer
	CROSSOVER KENYA View Release	Kenya	English	Business Services
	Sponsored View Release	Germany	English	Business Services
	MarketingTools 365 View Release	France	English	Business Services
	The Lagos Times View Release	Nigeria	English	Media & Information
	IABC Nashville View Release	United States	English	Media & Information
	Maryanne McMullen View Release	Canada	English	Policy & Public Interest
	DAILY INFOHUB - DEXPERTZ View Release	Nigeria	English	Media & Information

	What Faith Can Do View Release	United States	English	Policy & Public Interest
	Hill MICE View Release	Saudi Arabia	English	Business Services
	A NOUS LA GUINEE View Release	Africa	French	Media & Information
	WSSEP View Release	United Arab Emirates	English	Policy & Public Interest
	VC Ezems View Release	Africa	English	Media & Information
	SOGOTRADE View Release	United States	English	Financial
	HustleLyn View Release	United States	English	Retail & Consumer
	CAROLANNKIERNAN View Release	United Kingdom	English	Retail & Consumer
	Al-Adnani View Release	United Arab Emirates	English	Media & Information