

**Final Evaluation of the “Empowering youth together in the Philippines” programme
Management Response
KIYO Philippines**

1) General Statement

In light of the decision to enter into a phase-out of KIYO’s activities, the present management response does not aim to define a detailed action plan for the implementation of the recommendations.

Rather, it seeks to:

- Clarify KIYO’s position with regard to the findings and recommendations of the evaluation;
- Identify the key lessons to be capitalised on;
- Specify how these learnings will be shared with partners and other sector actors.

2) Reflections on the main findings

KIYO Philippines broadly agrees with the main findings of the final evaluation. The report captures well both the strengths of the programme, particularly in building youth agency and partner capacity, and the constraints affecting long-term sustainability in a context of phase-out and changing external conditions.

Key evaluation finding	KIYO’s position
The evaluation confirms that the programme’s central approach of building Quality Learning Environments through the APPS framework remained relevant across education, employment, and citizenship, while requiring continuous adaptation to youth unemployment, curriculum reform, and political risk.	KIYO agrees with this finding. The Philippine programme was strongest when it combined a clear common framework with flexible, context-sensitive implementation shaped by local realities and partner expertise.
The evaluation finds that the intervention contributed to shifting young people from passive recipients to active rights-holders and ecosystem actors, with visible multiplier effects in peer support, community action, and policy engagement.	KIYO fully agrees. This reflects the outcome statement of the programme and validates the long-term investment in youth agency, participation, and leadership rather than short-term service delivery alone.
The evaluation shows that local partners strengthened their institutional capacity and operational independence over the programme period, and that this is particularly important in light of KIYO’s closure.	KIYO agrees and considers this one of the programme’s most important achievements. The programme aimed not only to deliver results with partners, but also to leave behind stronger organizations capable of sustaining youth empowerment work beyond KIYO’s direct presence. KIYO

	attributes this to the MCD/SCD partnership approach.
The evaluation highlights that sustainability is mixed: durable structures, practices, and local leadership have been established, but financial sustainability and ecosystem-wide facilitation remain vulnerable after the phase-out of KIYO's support.	KIYO agrees with this balanced assessment. While the programme helped institutionalize practices and relationships, sustainability was never meant to depend on KIYO alone and now requires continued leadership, resource mobilization, and alliance-building by local actors.
The evaluation underlines the value of participatory and complexity-aware methods, including Outcome Harvesting, Most Significant Change, triangulation, and tracer data, for understanding change in dynamic and multi-actor environments	KIYO agrees. The programme generated important learning from combining quantitative tracking with qualitative, contribution-focused methods, and this should inform how future youth empowerment programmes are monitored, evaluated and reported.

3) Response to recommendations

Recommendation	KIYO's position	Follow-up modalities
Formalize shadow credentialing by working with employers or chambers so programme-based endorsements can complement or help compensate for weak formal credentials for entry-level work.	KIYO agrees with this recommendation. The evaluation usefully points to the need to convert programme recognition, practical competencies, and employer trust into more durable employability pathways for youth.	As part of programme capitalisation, KIYO will share this recommendation with Bidlisiw and encourage them to share this with relevant private sector and training stakeholders as well, as a promising direction for future employability programming, while recognizing that implementation will rest with local actors after phasing out.
Institutionalize safety frameworks in politically volatile contexts, including sustained support for legal literacy, protective mechanisms, and local ordinances that safeguard youth actors.	KIYO strongly agrees. The Philippine context showed that empowerment cannot be separated from protection, especially for youth leaders operating in environments marked by red-tagging, discrimination, and civic risk.	KIYO will ensure that this learning is highlighted in final capitalization materials and shared with CYC, allied networks, and other sector actors working on youth participation and human rights, so that protection remains integral to future programming.

Recommendation	KIYO's position	Follow-up modalities
Use complexity-aware monitoring approaches such as Outcome Harvesting as primary or complementary reporting tools in order to capture systemic and non-linear change more accurately.	KIYO agrees. The evaluation confirms that rigid indicator-based reporting alone is insufficient for programmes that aim to influence institutions, ecosystems, and youth agency in dynamic contexts.	KIYO will share this with the local partners through the final evaluation report.
Strengthen sustainability strategies by anticipating the facilitation gap that can emerge when external support ends, especially in relation to financing, coordination, and policy advocacy momentum.	KIYO agrees with this recommendation. The evaluation correctly notes that institutional gains can remain strong while coordination energy and financing become fragile during transition periods.	KIYO will frame this as a key transition lesson in its legacy and capitalization messaging, emphasizing the need for earlier exit planning, partner resource diversification, and clearer handover of convening functions in future programmes.
Preserve and transfer the learning from the QLE, APPS, and mutual/shared capacity development approach so that future youth programmes can adapt these elements in other contexts.	KIYO agrees. The programme's added value did not solely lie in activities delivered, but in the tested combination of methodological frameworks, partner accompaniment, and ecosystem thinking that emerged over time.	KIYO will consolidate these learnings through sharing the final evaluation, and lessons learned with partners, donors, and the wider NGO sector such as the Joint Strategic Framework (JSF).

4) **Key lessons learned**

Overall, the evaluation confirms that meaningful youth empowerment requires long-term ecosystem work, trusted local partnerships, and methodologies that can capture complex change. These lessons remain highly relevant for other actors designing youth programmes in similarly dynamic and politically sensitive contexts.

The evaluation highlights several important lessons for future similar programmes:

- Youth empowerment is most durable when programmes invest in ecosystems and Quality Learning Environments rather than isolated activities or short-term service delivery.
- A shared framework is valuable, but local ownership and adaptation by partners are essential for relevance, legitimacy, and effectiveness in diverse contexts.

- Empowerment deepens when young people are treated as actors, peer multipliers, and rights-holders who can influence schools, communities, labour pathways, and public decision-making spheres.
- Protection must be built into empowerment work from the start, especially where youth participation is shaped by political risk, discrimination, or threats to democratic and civic space.
- Sustainability depends not only on institutional strengthening, but also on early planning for resource diversification, facilitation handover, and continuity of alliances after programme exit.
- Monitoring systems for complex youth programmes should combine quantitative evidence with participatory and contribution-oriented approaches such as Outcome Harvesting and Most Significant Change.

5) **Capitalisation / legacy statement**

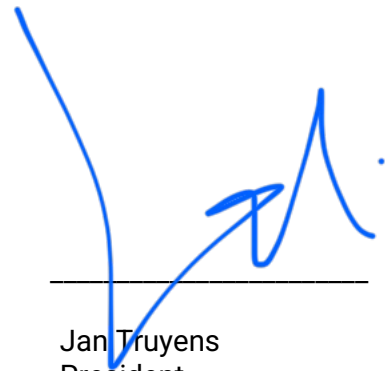
Although KIYO will not continue its activities in the Philippines, the organisation considers this evaluation as an important contribution to collective learning within the sector.

The lessons learned will be shared with partners, donors and other actors working on youth empowerment, in order to inform the design of future interventions in similar contexts.

Signed on April 27, 2026.



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