

Global Accelerator on Jobs and Social Protection for Just Transitions

Guidelines for the Inception Phase



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Guidelines for the Global Accelerator Inception Phase

Background

The Global Accelerator on Jobs and Social Protection for Just Transitions (Global Accelerator) is an initiative of the UN Secretary-General launched in September 2021 to help countries address multiple crises, accelerate economic recovery while investing in decent jobs and social protection, and respond to current and future challenges (formalization, youth employment, gender equality, green transition, digital economy, etc.) while facilitating just transitions for all.

The Global Accelerator (GA) works through three inter-connected, mutually supportive pillars:

Pillar 1 - It supports the development and implementation of integrated policy approaches to create productive jobs and achieve universal social protection in order to foster just transitions and a virtuous cycle of economic growth, public revenue generation, formalization and reinvestment in key sectors;

Pillar 2 - It helps countries to develop and implement financing strategies using the full range of available funding sources (public and private domestic and international resources), for strategic investments in

- a) sectors of the economy (renewable energy, agriculture, digitalization, care, etc.) with high potential for decent job creation, social protection improvements, formalization of employment and enterprises,
- b) social protection and labour market institutions, to respond to the needs of workers and enterprises and incentivize them to contribute their fair share of taxes and social security contributions.

Pillar 3 - It seeks to elicit high-level buy-in and commitment among governments, social partners (workers' and employers' representatives), civil society and the development community and contributes to improvement of multilateral cooperation on jobs and social protection for just transitions to provide more coordinated support for countries.

The Global Accelerator is relevant in countries that are committed to decent work, universal social protection, formalization of enterprises and employment, green transition, and reducing inequalities and gender gaps, but face significant challenges such as the persistence of the informal economy, unemployment, and underemployment, including of youth and women, insufficient financing for social protection and low coverage rates, poverty, and social inequalities.

- ▶ Please refer to Annex 1 for a list of criteria to assess the relevance of the Global Accelerator in various countries.

If successfully implemented and funded the Global Accelerator has the potential to support countries in overcoming coverage and financing gaps for universal social protection, closing other decent work deficits in particular for those working in the informal and rural economy, ensuring that public and private investments – notably in the green, care and digital economy - create quality jobs with social protection, protecting communities against the effect of climate change and other covariate risks to facilitate just transitions for all.

Developing and implementing an integrated policy, financing and coordination strategy requires not just a common technical framework that brings these areas of work together but also a high-level agreement on a tailor-made national process of design and implementation with interagency support. The Global Accelerator's approach transcends business as usual and offers this critical support to the countries.

- ▶ For further information about the Global Accelerator, please visit the official website at unglobalaccelerator.org. There, you can find key documents including [implementation strategy](#), [thematic roadmaps](#), [FAQ](#) and [latest developments](#).

Objective of the guidance note

This document outlines an indicative process designed to assist UN personnel and government officials in countries potentially joining the Global Accelerator as a pathfinder country. It aims to support them in navigating the inception phase of the Global Accelerator at country level.

The primary objective is to provide essential information, tools, and templates to ensure smooth initiation of the initiative. This guiding document will deliver pertinent details, tools, and templates for each step of the inception phase, thereby facilitating the engagement process and successful implementation of the Global Accelerator.

Inception Phase: From Initial Engagement and Design to Implementation

The design, implementation, and financing of the Accelerator require coordination of a set of actors: the ministries in charge of the economy, planning, finance, labour and employment, vocational training, social protection, environment, handicrafts, transformation of the informal economy, agriculture, industry, and trade; employers' and workers' organizations, and more broadly civil society; international financial institutions (IFIs) and public development banks, development partners, and United Nations system.

At the core of the Global Accelerator there is a Technical Support Facility (TSF)¹ bringing together relevant expertise from across the United Nations development system and other partners and provide backstopping to a portfolio of development cooperation activities complemented by other international financial support. The TSF is comprised of a Coordination Team that oversees the Accelerator activities, a Hub of Expertise at global and regional levels from various agencies, and a portfolio of national development cooperation activities, including joint UN joint programmes (UNJPs), in pathfinder countries².

¹ Please check the [Terms of Reference of the Technical Support Facility](#) for details on its components, roles and responsibilities.

² [Pathfinder countries](#) are those that join the initiative by declaring their political commitment through an official letter, at the highest possible level of government or state, to expanding social protection and creating decent jobs to unsure just transitions for all.

Global Accelerator activities at the country level are led by the national government and should involve all relevant stakeholders. UN system, including the UN Resident Coordinator Office (UNRCO), UN Country Teams (UNCTs) along with the TSF, support governments throughout the whole process to accelerate their reforms towards the creation of decent jobs and universal social protection for just transitions, in line with national priorities and development plans. This commitment and partnership approach is translated and articulated at the country level through a national roadmap, developed on the basis of a co-construction approach.

The success of the initiative hinges on a robust inception phase. This critical stage lays the groundwork for the entire process by establishing a comprehensive understanding of the country context and ensuring all key players are engaged and aligned. The inception phase encompasses the period leading up to the implementation of the initiative in the countries, based on the national roadmaps. It involves initial engagement with the governments to assess the initiative's relevance to the country, secure political buy-in from the government, conduct assessments and diagnostics, and develop the roadmap.

The inception phase aims to:

1. Ensure **institutional buy-in** from national constituents, including government and social partners, identify national institutions that will lead the Global Accelerator's design and implementation in the country, and secure access to national data sources for analysis.
2. Establish an **effective collaborative framework** for the Global Accelerator among government, social partners, civil society, the UN Resident Coordinator Office and participating UN agencies and interested development partners.
3. Confirm the **relevance and identify entry points** for a Global Accelerator approach in the country, such as policy gaps, social protection and decent employment deficits and job creation potential that the GA could address, or key sectors of the economy where an integrated policy and financing approach would be particularly relevant.
4. Facilitate exchange, coordination and collaboration through **a national dialogue process** and collect the necessary data and evidence to reach consensus on a roadmap for the implementation of the Global Accelerator in the country.

Guiding Framework for the Inception Phase

The Technical Support Facility developed this guidance note to provide governments and members of UN Country Teams (UNCTs) with essential information about the process of engaging with the Global Accelerator. The inception phase process typically involves seven main steps, designed to guide stakeholders through the initial engagement and planning stages. The figure below shows the steps of the suggested process along with the expected results and suggested actors.

Figure 1. Process of the inception phase



The steps, outlined below should be understood as indicative rather than prescriptive, serving as a normative framework that must be adapted to the specific country context, objectives and priorities of the engagement. The dynamics between actors, time constraints, and available resources, including data and technical specificities, play a crucial role in shaping the process in each country. Most importantly, design and implementation efforts should draw on existing structures and processes, taking national development frameworks and priorities as well as the UN cooperation framework of the country as a starting point.

While the guidelines present the process as linear, in practice, it is adaptable and can vary from country to country. Some steps might be taken in parallel, while others might be skipped (such as policy mapping and analysis exercise or some other diagnostics if required information already exist), depending on the unique circumstances and needs of each country. This approach ensures that each country can tailor the process to its specific context.

- ▶ See a checklist for the inception phase in Annex 2.

1. Engagement with Governments on the Global Accelerator

Initial Consultations and Orientation Meeting

The entire process begins with introducing the Global Accelerator framework to the government. This initiation involves bilateral consultations led by the UNRCO, members of the UNCTs, and/or representatives from the TSF. Depending on the dynamics in the country, these consultations may take various formats and potentially become an iterative process. During this initial engagement, the TSF Coordination Team is prepared to provide essential background information, key documents, and updates about the Global Accelerator. If necessary, the TSF Coordination Team can also provide written materials that link the country context with the Global Accelerator, elucidating its relevance and potential synergies.

Once government interest has been solidified, an orientation meeting can be arranged with representatives from the president's or prime minister's office, as well as ministries responsible for employment, labour, social protection, planning, economy, and finance, among others. On the UN side, this meeting may involve members of the TSF Coordination Team, technical experts from the TSF Hub of Expertise, and/or representatives from the UNRCO and participating UN agencies at the country level.

The main objective of this meeting is to familiarize government representatives with the Global Accelerator framework, its scope, and its offerings. Additionally, the meeting aims to explore the relevance of the Accelerator to the respective country by bringing key government actors together, gain a better understanding of the country's needs and interests, and agree on engagement objectives, potential, and limitations. The meeting should also clarify the process and modus operandi for carrying out the inception work and outline the expected results of the inception phase.

This initial step should also facilitate discussions on identifying existing information and available data sources for planning the work, as well as other relevant stakeholders to be involved in the process, particularly social partners.

- ▶ See a list of potential stakeholders that should be consulted during the inception phase in Annex 3.

It is highly desirable for senior-level staff from the relevant government agency or ministry to take the lead in organizing the initial meeting. Doing so fosters a sense of government ownership, from the onset. However, given that governments might not be fully aware of the initiative's scope and objectives, the responsibility should primarily lie with the UN Resident Coordinator and/or the UN Country Teams, who should organize the meeting with support from the Technical Support Facility of the Global Accelerator.

This meeting can be held face-to-face, virtually, or in a hybrid format. Ideally, by the end of the meeting, or at the latest in the follow-up, there should be a joint understanding of the process for the Global Accelerator inception phase. This agreement should outline the specific objectives,

timing, resource requirements, methodology, and logistics, including the planning of the scoping work.

2. Formalization of the pathfinder status

a. Constitution of Interagency Global Accelerator Country Team and National Steering Committee

Global Accelerator Country Team

After the first initial consultations, if the government confirms its interest in the Global Accelerator, the country level governance and coordination structure should be constituted as a consecutive step.

The government should initially designate a lead agency, such as the relevant ministries of economy, finance, or planning, or governmental institutions like the national planning agency, to serve as the primary point of contact and coordination at the national level. Ideally, this lead agency should have spearheaded the initial consultations, coordinating efforts among government institutions and the United Nations.

The designated lead government agency or body, in collaboration with the UNRC, will jointly constitute a “Global Accelerator Country Team” composed of relevant UN agencies, as well as members of the “National Steering Committee” (see details below).

The GA Country Team serves as the technical and coordinating body, guiding the entire process from inception through the implementation. The process of constituting the GA Country Team should draw on existing structures such as UNSDCF results groups, sectoral working groups, etc. Non-resident agencies can participate through regional or global representatives. It is essential to establish the team as genuinely interdisciplinary and cross-sectoral, given that the Global Accelerator demands a diverse range of expertise that may vary based on the country context and priorities within the GA. UNRC assigns particular UN agency(ies) to act as the UN lead or co-lead supporting the lead government agency in coordinating the roll-out of the initiative in pathfinder countries, from the initial engagement stages to the development and implementation of a national roadmap. Lead agencies at country level complement the role of UNRC/Os.

- ▶ For further information on the roles and responsibilities of the lead UN agencies, please refer to the Terms of Reference (TOR).

Once the composition is agreed upon, the Global Accelerator TSF Coordination Team supports the UNRC in organizing GA Country Team meetings, where the following can be discussed and agreed upon:

- The main objectives and overall process for a Global Accelerator inception phase and will agree on a tailor-made process (analytical work, missions, workshops).
- Relevant national institutions to be involved (lead ministry, other ministries, national institutions, social partners, civil society organizations).

- A coordination body that can structure and facilitate the national dialogue on the design and implementation of the Global Accelerator.
- Valid sources of information to carry out the country analysis.

The GA Country Team may wish to develop Terms of Reference (TOR) for the inception phase in consultation with the government and social partners defining the details of the process, roles and responsibilities of stakeholders. UN agencies, national stakeholders and development partners should identify individual focal points to serve as the primary interlocutor for the inception phase.

▶ Please refer to the Annex 3 for a guidance note to develop the TORs.

Global Accelerator National Steering Committee

The Global Accelerator governance structure is comprised of three main bodies namely the Steering Group³, the Technical Support Facility and the National Steering Committees. While the Steering Group provides strategic direction for all engagements of the initiative at the global level, National Steering Committees perform a similar role at the country level. The National Steering Committees are composed of participating ministries, social partners, civil society, and supported by UN Resident Coordinators and participating UN agencies, development banks, donors, and others as appropriate. They are chaired by the leading ministry or governmental institution. To enhance government ownership, ensure robust coordination and coherence, and to have strong convening power, the leading government body might be an “inter-ministerial” structure. In this framework, key ministries and government agencies pertinent to the thematic focus of the Global Accelerator in the country can jointly lead the initiative. It is important that social partners and civil society organizations are effectively involved in the National Steering Committees and join in the process at all stages.

Ideally the Global Accelerator National Steering Committee should be established at the onset of the process, based on existing coordination and national dialogue structures, where feasible. They can include political level (at ministerial level) and technical level committees. The exact composition may also be discussed during further consultations in the process and confirmed during the participatory diagnostic workshop.

³ See the [Steering Group Terms of References](#) for further information.

Box 1. National Steering Committee

Where structures such as social protection sector groups or national social dialogue committees exist, these should be built upon as the starting point for establishing the National Steering Committee. The participation of the National Steering Committee (NSC) will be required in different steps during the assessment. The main responsibilities for the NSC include:

- i. advise the implementation process,
- ii. participate in key discussions and exchanges throughout the implementation,
- iii. guide and provide feedback to the GA Country Team,
- iv. review the workplan and roadmap, and
- v. generate high-level political support.

The Steering Committee will be composed of senior level stakeholders including high level government officials from different key ministries, social partners, civil society representatives, etc. that can own the results and influence change. Members of the Steering Committee will remain the same throughout the implementation to ensure continuity and a smooth process.

- ▶ Examples of established national steering committees for the pathfinder countries who are at an advanced stage can be provided upon request to give a concrete idea regarding the coordination and governance structures at the country level. Please contact to TSF Coordination Team via contact@unglobalaccelerator.org.

b. High-Level Political Commitment and Official Expression of Interest

A Member State formalizes a commitment to expanding social protection, decent jobs and promoting pathways for just transitions to become a pathfinder country under the Global Accelerator on Jobs and Social Protection for Just Transitions. The commitment is considered as formalized when it is documented in a high-level communication (i.e., at head of State level or head of Government level, or another Government entity on behalf of the whole Government) to the UN Secretary General or the UN Resident Coordinator.

Ensuring political commitment from the highest possible level of state or government to expanding social protection, creating decent jobs and facilitating just transitions is fundamental for the success implementation of the Global Accelerator and for securing the effective participation of various ministries and institutions.

Given that the Global Accelerator necessitates high-level political commitment and a whole-of-government approach, it is crucial to secure this political buy-in from each country at the onset and nurture it throughout the process. To solidify this commitment, the TSF global coordination team recommends that an official request be made by the head of state, or head of government, or a coalition of ministers including at least Minister of Economy and Finance and Minister of Labour, Social Welfare. This coalition can also include other relevant ministries. This approach ensures that the initiative is owned by the entire government and guarantees a certain level of coordination for the design and implementation of integrated policies and financing across cross-cutting policy areas. The letter should be addressed to the United Nations Secretary-General or the UN Resident Coordinator as the representative of the UN System in the country, indicating

the desire to become a potential pathfinder country within the framework of the Global Accelerator.

Securing the government's political commitment may necessitate high-level interventions from the UN Resident Coordinator, the UN Secretary-General, his Deputy, or senior staff from participating agencies. Sustaining this political commitment can be achieved through regular briefings and updates on the process, as well as invitations to high-level events where national plans and anticipated outcomes of the Global Accelerator can be showcased. Such events may include side events at the UN General Assembly, ECOSOC, the Global Coalition for Social Justice, and other international fora. Maintaining a coherent and coordinated engagement, where UN agencies and development partners present a unified voice, is also crucial for reinforcing this commitment.

- ▶ Technical Support Facility Coordination Team can provide sample high-level commitment letters, upon request. For assistance, contact TSF Coordination Team via contact@unglobalaccelerator.org.

3. Policy Mapping and Analysis Exercise

The technical work of the Global Accelerator Country Team commences with drafting an initial overview of the country situation, in particular a policy mapping and analysis that provides a comprehensive assessment of existing relevant national plans and policies related to the GA as well as existing UN agency cooperation frameworks. The review should assess trends in terms of national policies, expenditures and fiscal space related to employment and social protection, identify key constraints and opportunities, map expertise, elaborate on the value proposition, address financing gaps, and ensure alignment with national plans. The analysis includes a snapshot of existing country context, including data and statistics, as it relates to the focus of the Global Accelerator (jobs, social protection, just transitions). This analysis document should also serve as an exercise to identify potential entry points and bottle necks for national roadmap.

The main objective of this desk-based exercise should be providing the required background information for the participatory diagnostic workshop which the next step of the inception phase. This exercise can be done by one or more UN agencies; or through national/international consultancies. It is the responsibility of the participating agency/ies to coordinate the work and outputs of the GA Country Team.

- ▶ Please contact to Technical Support Facility via contact@unglobalaccelerator.org to obtain sample Terms of Reference for consultancy services related to policy mapping and analysis exercise.

Compiling a country profile with key context information and undertaking a mapping of UN projects and programmes implemented in the country would also help feeding the participatory diagnostic process.

- ▶ Please refer to Annex 5 for the country profile template and Annex 6 for the template for mapping UN projects and programs

In preparation of the participatory workshop, simultaneous or joint consultations with stakeholders including workers' and employers' organizations, youth, private sector, development partners research institutions, IFIs, civil society, etc., should take place at various stages. (Please refer to Annex 3 for a list of stakeholders). The aim is to strengthen evidence and enhance the country buy-in on the scope and priorities to pursue in the implementation strategy by gaining a better understanding of the priorities, interests, concerns, and plans of national stakeholders through these consultations. During this phase and the subsequent ones, ad hoc support from the TSF at the global or regional level can be requested, including fielding technical or other high-level missions.

4. Participatory Diagnostic

The desk review for the policy mapping, country profile, mapping of UN projects and programmes and the stakeholder consultations will serve as the basis for the participatory diagnostic that the government lead ministry/agency should organize in collaboration with the GA Country Team. All stakeholders identified and met during the bilateral meetings should be invited to the participatory diagnostic workshop.

The participatory diagnostic workshop will discuss the evidence collected and move towards a common vision for the implementation of the Global Accelerator. The workshop thus has the following objectives:

- Present and discuss the content and process of the Global Accelerator initiative with all relevant stakeholders especially workers' and employers' organizations, relevant civil society organizations.
- Focus on issues relevant to the Global Accelerator including priorities to achieve greater alignment between jobs, social protection and just transitions and sectoral pathways for achievement.
- Collect information on existing enablers and disablers for policy reform, promising sectors of the economy, integrated policy approaches, existing financing opportunities and potential financing strategy and confirm relevance of the GA for the country as well as potential entry points and recommendations for the implementation. Discuss the contours of a national roadmap for the implementation of the GA, which identifies the priority sectors and policy approaches, and is a first step towards the further elaboration of a detailed implementation plan.
- Agree on the national stakeholders' respective roles at the political level (to successfully get the buy in of the Head of State or Prime Minister) and technical level (government ministries, public institutions, social partners, civil society organizations).
- Agree on the respective roles and responsibilities among development partners at different stages of roadmap development.
- Agree on relevant key informants/technical experts who can provide information to complete the inception work.
- Agree on the process for drafting and finalization of the roadmap, including peer review.
- Clarify and validate the role of the national Steering Committee in driving the process and generating high level political support to the roadmap.

The GA Country Team has the responsibility to compile the necessary background information and inputs to be used during the workshop or to be circulated to the participants prior to the workshop. This includes the policy mapping and a suggested process for producing the roadmap. The workshop should ideally be conducted as an in-person event. While the structure and format may vary from country to country, it is crucial to allocate sufficient time for in-depth discussions addressing the aforementioned objectives. If necessary, similar workshops can be repeated to clarify entry points and outline the steps to be followed for the development of the national roadmap.

5. Participatory Development of Roadmap

The participatory diagnostic workshop provides a first “tour d’horizon” on the relevance and possible entry points for the Global Accelerator. Based on these inputs, the GA Country Team (TSF, other participating UN agencies and the leading ministries) will elaborate a draft roadmap for an acceleration of policy reforms and investments to create jobs, extend social protection and facilitate just transitions. Preparing the roadmap will require additional analysis, and discussions with key informants and decision makers to test suggestions; and further assessments, diagnostics to identify the key sectors and interventions in the end, the roadmap should:

1. Provide a succinct diagnostic of the situation with main issues and challenges that need to be overcome.
2. Elaborate the entry points for an accelerator approach in the country (which sectors of the economy digital, green/agriculture, waste management, energy), which target groups (farmers, women, youth, informal economy, etc.), and which policy reforms are expected to bring about change.
3. Propose concrete policy reforms at macro level (policy approaches, financing measures), and concrete implementation measures at national/sectorial levels and assess the level of ambition in terms of job creation, and social protection extension.
4. Propose priority actions to overcome bottlenecks (disablers) and build on pre-existing good practices or pilot interventions in the country (enablers).
5. Assess the expected impacts of the proposed changes (in terms of job created, social protection extension, fiscal space increase, climate change impact, formalization, etc.).
6. Provide preliminary estimates of the costs and financing options for the proposed changes, or outline the steps required to achieve a proper costing and resource mobilization for the proposed changes.
7. Identify – beyond the members of the National Steering Committee - the policy makers and institutions that need to be involved in the validation and in the implementation of the roadmap.

The roadmap should be a concise document, which draws upon and synthesizes conducted analysis, diagnostics and outcomes of reiterative consultations.

The Technical Support Facility has developed a guide for pathfinder countries to support the Global Accelerator Country Teams in creating national roadmaps. This guide includes essential information and provides a template to be used as the primary format.

► You can download the roadmap guidance note and the template [here](#).

6. Endorsement of the Roadmap

Once the Global Accelerator Country Team finalizes a draft of the roadmap, it should be widely circulated to all relevant stakeholders for inputs and comments. The process could culminate in a validation workshop, including government representatives, social partners, CSOs and others (ideally the same participants as during the participatory diagnostic workshop). The document should receive sign-off from all involved ministries, implementing UN agencies, and other international partners whose programmes will contribute to the roadmap. Following the approval by the National Steering Committee, the roadmap should be submitted to the highest political level (Head of State, Prime Minister) for their final endorsement and sign-off.

The Resident Coordinator should oversee the final government endorsement, ensuring that all required parties provide their approval. Once officially endorsed, the roadmap will be made publicly available on the Global Accelerator [website](#).

7. Detailed Global Accelerator Implementation Plan

Once approved, the roadmap will serve as the foundation of developing a national policy integration, investment and financing plan for the implementation of the Global Accelerator with support from technical and financial partners. The roadmap can also be used by national stakeholders to showcase their ambitions under the Global Accelerator framework at high-level global events, such as the International Labour Conference, UN General Assembly and its side events like the SDG Summit and the High Impact Initiative Event, [SDG Acceleration Day](#), that took place in September 2023.

With the endorsement of the roadmap, countries will need to develop detailed implementation plan and a monitoring and evaluation framework that aligns with the Global Accelerator's results frameworks. The TSF Coordination Team and the experts available in the GA's Hub of Expertise will support the development of the M&E framework as needed.

- ▶ Please visit the Global Accelerator's website to review the global [results monitoring framework](#).

Cross-Cutting: Evidence generation

Designing an integrated approach to social protection and jobs for just transitions and elaborating a related financing and cooperation framework requires a wealth of quantitative and qualitative data on social, economic, demographic, ecological and cultural aspects in the country. Countries differ in the extent to which the necessary data and analysis is readily available. The inception phase will provide an overview of existing evidence and information gaps so that the roadmap can foresee additional analytical work or research as needed to inform policy reform processes. Technical Support Facility has been developing tools and diagnostics and adopting the existing ones to the GA context, to provide support to pathfinder countries for conducting such integrated analysis. Technical Support Facility will also facilitate calls for research to contribute to this process of evidence and data generation.

ANNEXES

Annex 1. Criteria to assess the relevance of the Global Accelerator

#	Criteria*	How to apply criteria
1	Countries in need of support [this criterion is important in order to include countries in fragile situations, that may not comply with all other criteria]	Countries with: <ul style="list-style-type: none"> • high informality (at least 60%) • high youth unemployment/high underemployment/NEET rate for young women • low levels of social protection coverage (SDG 1.3.1 below 45%) • high share of people living in extreme poverty • high level(s) of income inequality
2	Countries with active implementation of employment and social protection policies and strategies	Countries that are formulating or have adopted strategies and policies on social protection and employment, and/or have started their implementation through tripartite social dialogue
3	The ambition of working on an integrated approach , involving several ministries and social partners, including to facilitate the transition to formal and decent jobs	Countries have a dedicated inter-ministerial initiative or board involving social partners, which has leverage for change; and Countries are formulating or have adopted or are implementing integrated approaches on jobs and social protection
4	Commitment to ambitious climate action with just transition policies	Countries have or are developing national policies and integrated strategies for a just transition, leading to the creation of green jobs including policies for employment creation, reskilling, social protection and through social dialogue
5	Commitment to increasing domestic resources for social protection and jobs	Countries have (steadily) increased domestic resources for social protection and jobs over the past 10-20 years, have a record in extending social protection coverage and have a contemporary political commitment to further increase domestic resources
6	One UN collaboration on social protection and employment	Social protection and employment are part of the UNSDCF; and UN joint projects are ongoing on social protection and employment; and Major UN programme on building social protection floors for all is present in the country
7	One UN engagement on domestic resource mobilization	UN agencies are discussing with Ministries of Finance on fiscal space for social protection and jobs based on analytical work on costing and financing and Ministries of Finance have increased fiscal space for social protection during the last decade; or

		UN agencies and several ministries are involved in INFF processes
8	Partnerships with EU, IFIs, regional development banks, development partners (potentially interested to increase ODA)	UN agencies have country teams financed from donors/partners; or UN agencies are engaging with IMF on securing fiscal space for social protection
9	Potential: countries have the potential to achieve results in the next 4 years (2022-2025) with ILO and other UN support	The political and economic context is conducive to policy continuation and expansion of social protection and formalization
10	National tripartite commitment to be part of the Path Finder countries list	Relevant ministries (Labour, Social Affairs, Finance) and social partners have been consulted and are willing to join the Global Accelerator (In addition, they may have shown similar will to engage in UN initiatives through their membership in USP2030, CA4J, Global Initiative for Decent Jobs for Youth, other networks)

Annex 2. Checklist for the Inception Phase

Steps	STEP/rationale	RESPONSIBLE	COMPLETED	Dates
1. Government agrees to explore the usefulness of the GA in the country	a. Orientation meeting => Ensure a joint understanding and agree on the nature of the activities to be carried out	GA TSF Coordination team/ Government lead agency	<input type="checkbox"/>	
2. Constitution of GA Country Team and National Steering Committee	b. International development partners coordination	GA TSF Coordination team	<input type="checkbox"/>	
	c. Creation of GA country team	Government/UNRC/GA TSF Coordination team	<input type="checkbox"/>	
	d. Identification of stakeholders and preparation of consultations (timing and logistics)	GA country team + social partners? civil society?	<input type="checkbox"/>	
3. Policy Mapping and Analysis Exercise	e. Desk review and elaboration of Policy mapping and country profile	GA country team; (GA TSF)	<input type="checkbox"/>	
	f. Data collection for the participatory diagnostic	GA country team	<input type="checkbox"/>	
	g. Key informant interviews	GA country team	<input type="checkbox"/>	
	h. Bilateral meetings and consultations	GA country team	<input type="checkbox"/>	
4. Participatory Diagnostic and Workshop	i. Presentation of data collected policy mapping and preparation of process for the roadmap	GA country team, (GA TSF)	<input type="checkbox"/>	
	j. Debriefing of preliminary results with Steering Committee / government	GA country team + Government + social partners + civil society	<input type="checkbox"/>	
	k. Consultative 2-day participatory diagnostic workshop =>Present available evidence on strengths and weaknesses, prepare Roadmap	GA country team + Government + social partners + civil society	<input type="checkbox"/>	
5. Participatory development of the roadmap	l. Consolidation of findings in Roadmap	GA country team, (GA TSF)	<input type="checkbox"/>	
	m. Inputs from Steering committee, government and other stakeholders	GA country team, Steering Committee + Government	<input type="checkbox"/>	

	– final version of Roadmap			
6. Finalization of the roadmap	n. Validation workshop	GA country team, Steering Committee + Government	<input type="checkbox"/>	
7. Detailed GA implementation plan with M&E plan, Resource mobilization	o. Share at highest political level possible through a briefing p. Use Roadmap for formulation of detailed implementation plan and high-level pledges/communication and resource mobilization	GA country team + Government	<input type="checkbox"/>	

Annex 3. Stakeholders to consider for consultation and participation

Stakeholder	Focal point and contact details
Government	
Ministry in charge of Labour/Employment	
Ministry in charge of social protection	
Ministry of Economy and Finance	
Ministry of Planning / National Planning Commission	
Ministry in charge of development cooperation	
Ministry in charge of the environment/ green transition	
Ministry in charge of the informal economy	
Ministry of industry	
Ministry of trade	
Ministry of agriculture	
Ministry in charge of Women/Gender/Youth	
National Statistical Office	
Social Security Institutions and Social Protection Programmes	
Labour market institutions	
Regional/local government	
Public Development Banks	
Others if there are any	
Social Partners	
Employers' association(s)	
Workers' confederation(s)	
Social Dialogue Council	
Civil Society	
Informal Economy and Rural Workers Associations	
Organizations of people with disabilities	
Youth organizations/associations	
Women organizations/associations	
Environment organizations/associations	
Cooperatives and agriculture producer/craft industry associations	
Academia: Relevant institutions, universities etc.	
Development partners	

UN Resident Coordinator and UN Country Team	
World Bank and regional development banks	
International Monetary Fund	
European Union and EU bilateral partners	
Public development banks (African Development Bank, European Investment Bank, Islamic Development Bank, Agence Française de Développement, KFW, IFAD, JICA, others)	
Other bilateral partners	
Relevant sector coordination groups	

Annex 4. Guidance for Inception Phase TORs

The TORs state the main goals, activities and responsibilities of the GA Country Team members and participant institutions during the inception phase. In close consultation with the requesting government, the TORs should be prepared by the agency/ies leading the particular the GA engagement with active participation of the government. The government-leading agency should agree on its content and scope.

The TORs should include at least:

- **Background:** Brief description of the country's context and status, including the main policies, programs administrative arrangements in place, drawing on the country profile elaborated in preparation for the engagement. In particular, it should provide information on the concrete motivation to implement the GA framework and any specific government needs or interest in the exercise.
 - **Objective:** To prepare a roadmap for the Global Accelerator implementation as a first step to drafting a detailed implementation plan.
 - **Scope/coverage:** When possible, the TOR need to be clear about the areas/sectors to be analyzed. Also, the levels of the government to be considered should be clearly defined: central (national) government, including autonomous agencies, and/or local (sub-national) governments. The list of relevant stakeholders that should participate and from which to seek involvement/endorsement.
 - **Implementation arrangements:** This section must describe the GA inception phase implementation arrangements, including the roles and responsibilities of the governmental leading agency, DPs, GA Country Team, leader, and the Steering Committee.
 - **Financing of the inception phase:** Projected costs involved. The TORs should include who will cover the costs of the inception phase (government officials and/or consultants' time, travel, logistics, materials, costs for workshops and consultation meetings, incidentals). Costs may vary depending on the scope and nature of the work, the predicted ease of obtaining information, the extent of travel involved (size and structure of the country), the existence of language barriers, the need for consultants, and whether deeper fieldwork will be required.
 - **Process and timelines (the process must be described/summarized):** targets and milestones with specific tentative dates, etc. while allowing enough flexibility for unforeseeable tasks and delays and providing extra time for filling information gaps.
- ▶ The TORs prepared for some of the countries who are advanced in the process of engagement can serve as a basis and they can be revised based on the specific country context. Please contact the TSF Coordination Team via contact@unglobalaccelerator.org for the existing TORs of the advanced countries.

Annex 5. Template for Country Profile

Context		Potential questions for further consultations
<p>Key indicators</p> <p>(Info on total population, active population, Social Protection, GDP per capita and poverty rate can be found here)</p>	<ul style="list-style-type: none"> • Country total population • Active age population and active population • Unemployment rate • Informal employment • Social Protection national coverage & expenditure in percentage of GDP • Income level • GDP/capita • Poverty rate 	
1. POLICY LANDSCAPE		
<i>Employment Profile</i>		
Context		
Employment policy (Gateway)		
Skills policy		
Priorities within the Employment Policy or employment priorities as reflected in national development plans		
Trends in domestic resources allocated to Job Creation (if information available)		
Ministry/ies responsible for Employment within the government		
Main sectors of the economy creating jobs in the country (with some evidence)		
Structures in place to involve social partners and civil society		

Context		Potential questions for further consultations
<i>Social Protection profile</i>		
Context		
National Social Protection policy		
Priorities within the National Social Protection policy in including strategy to expand social protection to the informal economy		
Existence of linkages between social protection system and tax system (for eg: Monotax in Uruguay – mechanism of formalization)		
Sources of financing (tax, contributions, ODA/loans)		
Ministry/ies responsible for SP within the government		
Recent/upcoming relevant policy measures taken by Government		
Structures in place to involve social partners and civil society		
<i>Links between Employment and Social Protection for just transitions</i>		
Relevant policies and/or programmes that demonstrate intent for integrated approaches		
Other relevant policies regarding green transitions, care, gender, youth, digitalization, empowerment of women, tax system, formalization that could be entry points for the accelerator		
2. FINANCING LANDSCAPE		
Context (including from Development Finance Assessments)		

Context		Potential questions for further consultations
INFE and other relevant financing strategies (including investment strategies) and whether SP/employment/gender/care/youth/green are priorities		
Relevant budgeting data and initiatives (eg SDG budgeting)		
Official Development Assistance (ODA) trends relevant to the Global Accelerator (i.e. on Employment & Social Protection)		
Summary of EU MIP for the country and linkages/entry points to the GA		
Major relevant multi and bilateral programmes (with links to websites) including systematically looking at the portfolios of development banks ¹)		
Relevant private sector flows data (including blended finance initiatives, potential source: WB data - Trends in foreign direct investments)		
Structures in place to involve social partners and civil society		
3. GOVERNANCE AND POLICY COHERENCE		
<i>National Partners</i>		
Relevant Inter ministerial coordination /systems showing commitment to support integrated approaches and on which the Accelerator could build		

¹G7 development banks (AFD, KfW, others), regional development banks (AfDB, ADB, Inter-American Development Bank, European Investment Bank, others), IFAD, Islamic development bank, New Development Bank, etc. and look at [Why finance in common? | Finance in common](#)

Context		Potential questions for further consultations
State of social dialogue, main representative organizations (of the employers, workers, and civil society)		
Coordination mechanisms on financing for development in the country; membership; lead; and is the UN part of these?		
One UN		
UNCT and UNRC (profile, name, interests)		
UNCT key documents		
UNSDCF (2022-2026)		
Specific focus of UNSDCF on Employment		
Specific focus of UNSDCF on Social Protection		
Specific focus of UNSDCF on green, gender, care, digital, informal economy, etc.		
Relevant UN Coordination mechanisms (SP taskforce...)		
Relevant One UN programmes		
Relevant Development partners and coordination structures (e.g. private sector, investors)		
World Bank (including level of collaboration)- main strategy, approach and projects' focus		
IMF		
EU (analysis of MIP)		
IFAD		
Regional development banks		

Context		Potential questions for further consultations
G7/G20 PDBs (AFD, KFW, Italian Development Bank, etc.)		
ISDB		
Others		
Data availability and relevant national monitoring systems; UNINFO and other DPs monitoring systems		
National Statistical System in the areas of the GA (qualitative assessment)		
UN statistics (UN INFO and systems used by other agencies; main indicators used)		
World Bank indicators used in the areas of the GA		

UNRC and UNRCO	
UNRC and UNRCO staff (names, emails, functions)	
ILO	
ILO projects connected to the GA (PARDEV Dashboard)	
ILO staff (names, emails, functions)	
Social partners	
ILO in the UN system	
UNICEF	
UNICEF projects in line with the GA	
UNICEF staff (names, emails, functions)	
UNDP	

UNDP projects in line with the GA	
UNDP staff (names, emails, functions)	
WFP	
WFP projects in line with the GA	
WFP staff (names, emails, functions)	
UNFPA	
UNFPA projects in line with the GA	
UNFPA staff (names, emails, functions)	
Etc.	
Risks and Opportunities	
Political situation and outlook	
Ownership, capacities	
Internal risks	
Potential opportunities	
Intel on National Partners	
Additional useful information (for example, collaboration between Ministries, active social dialogue platform, etc.)	
Contacts	

Annex 6. Template for Mapping UN Projects and Programmes

Global Accelerator on Jobs and Social Protection for Just Transitions Mapping of UN Projects and Programmes

1. This template should be used to map relevant UN projects and programmes on which the Global Accelerator can build from on the areas of employment creation and social protection.
2. Project duration: active projects and projects which ended in the last 4 years
3. Projects contributing to data production/collection exercises in jobs and social protection: please, provide details/link to the produced data set or the timeline of the upcoming data collection exercise in the Expected results and/or Relevant documents/link fields.

Kindly **replicate and insert the empty table provided below** before proceeding to populate it for each UN Agency.

Relevant Projects & Programmes in [insert the country name]		
[insert the name of the UN agency] Projects & Programmes		
1	Country	
	Agency	
	Title of the project	
	Key thematic areas (employment, social protection, formalisation, just transition, care, etc)	
	Main national counterparts	
	Other UN agencies involved	
	Main objective(s)	
	Expected results	
	Geographical scope	
	Duration	
	Budget	

	Donor	
	Why is the project/programme relevant to the Global Accelerator	
	Relevant documents/links	
	Contact person	
2	Title of the project	
	Key thematic areas (employment, social protection, formalisation, just transition, care, etc)	
	Main national counterparts	
	Other UN agencies involved	
	Main objective(s)	
	Expected results	
	Geographical scope	
	Duration	
	Budget	
	Donor	
	Why is the project/programme relevant to the Global Accelerator	
	Relevant documents/links	
	Contact person	



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