MDG-F Thematic Studies

Youth, Employment and Migration

Review of MDG-F Joint Programmes Key Findings and Achievements.

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Youth, Employment and Migration

MDG-F Thematic Study: Review of Key Findings and Achievements

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Acronyms and abbreviations

ACWF	All China Women's Federation
ALLM	Active Labour Market Measures
ASAN	Albanian Students Abroad Network
AssoAlbania	Association of the Albanian Entrepreneurs in Italy
BiH	Bosnia and Herzegovina
CASS	Chinese Academy of Social Sciences
CAST	China Association for Science and Technology
CBO	Community Based Organization
CDPF	Cultural Development Partnership Framework
CENDEROS	Centre for Migrants Social Rights (Costa Rica)
CERTIFICA	Job Competency Certification (Peru)
CERTIJOVEN	Single certificate for Youth Employment (Peru)
CISO	Centres for Information, Counseling and Education
CLCs	Community Learning Centres
CSW	Centres for Social Work (Serbia)
CYP	Council of Young People (Costa Rica)
CYVA	Chinese Young Volunteers Association
DACPE	The association of Paraguayan Citizens Abroad
DepED	Department of Education
DGE	Directorate General of Employment (Peru)
DGME	General Directorate of Immigration (Nicaragua)
DOLE	Department of Labour and Employment (the Philippines)
ESF	European Social Fund
EU	European Union
EUROSTAT	Statistical office of the European Union
GIN	Geographical Business Idea Generation
GEI	Global Environment Initiative
IEEP	Institute of Business Administration (Peru)
IKSUR	Turkish Development Agency
ILO	International Labour Organization
INEI	National Institute for Information and Statistics (Peru)
INFOMIGRA	Information and Guidance for migrants (Peru)
INSTAT	Albania Institute of Statistics
IOM	International Organization for Migration
IPA	Instrument for Pre-Accession Assistance (EU)
ISD	Integrated Service Delivery (ISD) system
IT	Information technologies
JP	Joint Programmes
KAB	Know About Business
KILM	Key Indicators of Labour Market
LED	Local Economic Development
LFS	Labour Force Survey

LGUs	Local Government Units (the Philippines)
LMI	Labour Market Information Analysis
LMO	Labour Market Observatory
MDGs	Millennium Development Goals
MDG-F	Millennium Development Goals Achievement Fund
MDG-F YEM	Thematic window on Youth, Employment and Migration of the UNDP-Spain Millennium Development Goal Achievement Fund
MEJ	National Board for Youth Employment
MITRAB	Nicaraguan Ministry of Work
MoERD	Ministry of Economy and Regional Development (Serbia)
MoLSEAO	Ministry of Labour, Social Affairs and Equal Opportunities (Albania)
MoU	Memorandum of Understanding
MTPDP	Philippine Medium-Term Policy Development Plan
NAP	National Action Plan on Youth Employment
NDRC	National Development and Reform Commission (China)
NES	National Employment Service
NGO	Non-Governmental Organization
NSC	National Steering Committee
NWCCW	National Working Committee on Children and Women (China)
NYEAP	National Youth Employment Action Plan (Turkey)
ONE UN	One United Nations Programme
PARD	Programme for Agriculture and Rural Development (Albania)
PES	Public Employment Service
POEA	Philippines Overseas Employment Administration
PPP	Public Private Partnership
PPDO	Provincial Planning and Development Offices
PEVTB	Provincial Employment Department within the Vocational Training Board (Turkey)
PNEJ	National Youth Employment Plan (Honduras)
REB	Regional Employment Board
REF	Regional Employment Fund
REO	Regional Employment Office
SENAEH	National Employment Service (Honduras)
SENAMI	National Secretariat for Migrants (Ecuador)
SGP	Small Grants Programme (Peru)
SIGE	Geographic Information System for Entrepreneurs
SINAMR	Integrated System for the Return of Migrants (Honduras)
SIP	Integrated Production System (Paraguay)
SIYB	Start and Improve Your Business
SME	Small and Medium-sized Enterprise
SOVIO	Counseling Service, Career Guidance and Occupation Information (Peru)
TEP	Territorial Employment Pact
TESDA-ARMM	Technical Education and Skills Development Authority – Autonomous Region in Muslim Mindanao

TLCM	Temporary Labour Circular Migration
ToT	Training of Trainers
TUMEM	Vocational Training Centre of Tarımsal Uygulamalı (Turkey)
TURKSTAT	Turkish Statistical Institute
TVET	Technical and Vocational Education and Training
TYVA	Tianjin Youth Volunteers Association
YES	Youth Employment Service Centres
Y-20	Youth Delegates' Summit to the G20 Summit
UNCT	United Nations Country Team
UNDAF	Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UN	United Nations
UN-YEN	UN Secretary-General's Youth Employment Network (YEN)
VoY	'Voice of Youth' campaign (BiH)
YC	Youth Council
YEAP	Youth Employment Action Plans
YEF	Youth Employment Fund
YEP	Youth Employment Plan
YEM	Youth, Employment and Migration
YERP	Youth Employment Retention Programme (BiH)
YO	Youth Office

I. Executive Summary

The present report sets out to capture the main achievements and results of the 15[1] Joint Programmes (JPs) within the thematic window on Youth, Employment and Migration of the UNDP-Spain Millennium Development Goal Achievement Fund (MDG-F YEM). The work on this thematic area was initiated in August 2007, with the outcomes of the Joint Programmes expected to have an accelerating influence on both the achievement of national development priorities and the Millennium Development Goals.

The review has been realized as part of efforts to generate knowledge around development results and the policies and practical approaches that work in different contexts. It will harness the lessons learned for application by countries across the YEM Window, as well as generating a body of evidence to support information exchange, policy dialogue and awareness-raising at national and international levels on youth employment, social policy and migration issues.

The MDG-F YEM Window responds and provides support to countries in complex operational environments where young people invariably experience multiple layers of disadvantage. While each of the 15 Joint Programmes has been contextualized according to country situations, all have aimed to increase the chances of young people in gaining access to decent work, self-employment and entrepreneurship opportunities, as well as promoting respect for their fundamental rights, socially inclusive development and improving the situation of migrants.

They have all worked alongside Governments to attack the structural causes of poverty and inequality at institutional level and, in parallel, in the heart of communities themselves, thereby reducing the risks which can push young people towards the margins of society or make them more vulnerable to exploitation. To this end, all of the Joint Programmes also shared an integrated approach that works from the top-down and bottom-up to construct a revolving cycle of policy design and formulation informed by a sound knowledge base and the lessons learned from direct experience. From an operational perspective, the implementation of the Joint Programmes has also been based on a set of coordinated UN interventions that drew on the expertise of the participating agencies, as well as of national and local partners.

Results

In spite of their ambitious scope, short time-frame and the finite level of resources available, the past three years have witnessed an impressive array of activities and results under this complex thematic window. The review identified five main intervention/results

[1] There were previously 14 Joint Programme countries. However following the sovereign seperation of Sudan into two States, the number of Joint Programme countries increased to 15.

areas, with institutional strengthening and capacity building activities cutting across all areas to trigger sustainable changes at national and local levels:

i) Heightened awareness on youth and employment issues

Targeted advocacy and communications campaigns have contributed to improving understanding among institutional stakeholders, social partners, the private sector and civil society on youth issues from rights-based perspectives (including poverty, gender, social inclusion and regional disparities), building consensus around youth targets and looking at how Joint Programme can more broadly contribute to the achievement of the Millennium Development Goals. Outreach has also raised awareness among the general public and direct beneficiaries on basic rights and provided information on essential services, including disadvantaged youth, migrant workers and women in low paid domestic work.

ii) Enhanced knowledge base on the challenges and difficulties facing young people

Research and analytical surveys have strengthened the knowledge base in several countries on the multi-faceted challenges facing young people in different regions and communities, the barriers to workforce entry for the most vulnerable population groups and the connections and relationships between youth unemployment, migration and social inclusion. In this area, and as inputs to evidence-based policy-making, institutional capacities have also been strengthened in the formulation of new youth indicators and the collection and analysis of quantitative data. As a result, policy environments are becoming more responsive to the needs of young people.

iii) Strengthened policy and institutional environments

Great strides have been made in embedding youth employment targets for the most 'at-risk' groups (including women, ethnic minority groups, migrant workers, returnees and the children of migrant families) within national development policies and planning frameworks. In certain countries, the support of the Joint Programmes resulted in the trialing of innovative programmes that increase access to social protection and/or improve the governance of migration, minimizing the risks and heightening the positive impacts of migration. Regional and local employment policies and action plans were also reinforced in a number of countries, as well as the legal and administrative frameworks for new enterprise creation.

As a result of support from the Joint Programmes, policy intentions and priority setting have been transformed into measurable actions in the shape of Youth Employment Action Plans (YEAPs) in different countries. A great achievement is the real allocation of financial resources at national and regional levels to support these action plans, either through existing budgetary frameworks or through the creation of Youth Employment Funds and the piloting of alternative models to finance youth employment interventions at local level, such as solidarity remittance schemes.

The creation of new government departments, the formalization of inter-Ministerial working groups and facilitation of participatory, multi-stakeholder dialogue have also contributed to improving the coordination of actors with responsibility on youth issues and providing more

coherent responses to youth needs, while minimizing the duplication of efforts. Coordination mechanisms have offered a space for young people, public institutions and civil society organizations to dialogue, to work together and to plan strategically. Indeed, the work on designing policies and action plans has been a vehicle to accord youth a louder voice in policy and programme development.

iv) Tailored measures for young people (pilot projects)

In the first instance, targeted pilot projects have improved access to quality education and training opportunities for young people, including a better match between secondary education and vocational skills training and skills-in-demand within local economies. Working through Youth Support Structures, pilot projects have also facilitated the creation and validation of active labour market measures for young people with low levels of education or lacking in formal qualifications. Entrepreneurship training has contributed to the promotion of self-employment and enterprise creation opportunities, with opportunities explored in locally productive sectors and promoted through increased access to lending institutions.

v) Strengthened capacities to manage and deliver youth support services

Last, but not least, the Joint Programmes have substantially contributed to strengthening key technical, functional and operational capacities within national institutions, government line Ministries and departments, public employment services and regional and local governments with a mandate for youth, with training based on an assessment of institutional needs and priorities.

The explicit reinforcement of localized youth support services, such as One-Stop-Shops, Youth Employment Service Centres and Resource Centres has diversified the types of assistance available to young people at community level and opened up access to labour mediation, counseling, psycho-social support, education, employability, entrepreneurship and occupational skills training for the most vulnerable population groups. A significant achievement of several Joint Programmes is that, as a result of being trained as advocates, peer educators and service providers in their own communities, youth leaders and Councils have themselves become more active protagonists in efforts to support young people in disadvantaged communities.

Lessons learned

The 15 Joint Programmes have produced many examples of good practice in youth employment promotion strategies, as well as in social and migration policy formulation and the design of tailored measures for young people. A wealth of knowledge has also been accumulated from the diverse operational experiences of implementing Joint Programmes. Lessons can be drawn in all these cases on enabling factors and on the conditions most likely to embed national ownership and generate sustainability.

i) Lessons from the promotion of national youth policies and programmes

The achievements and successes of national youth policies are, in many senses, dependent on the willingness of national governments, different partners and young people themselves, to dynamically support and contribute to achieving their objectives. Targeted outreach and consultative processes thus plays a key role in gaining 'buy-in' to the youth agenda both at institutional level and among the broader public at community level.

Giving a voice to young people, and ensuring their involvement in the decisions impacting them, is a critical starting point in the design and formulation of national youth policies. The relevance and responsiveness of youth policies are heightened by a thorough understanding of the difficulties facing young people in relation to workforce insertion and with regard to community integration or safe migration. For this reason, strengthening the knowledge base at national level is of the essence.

Concrete commitment to key youth employment and social targets - preferably through the realization of measurable youth action plans - contributes to the long-term sustainability of policy initiatives. To this end, consultations with a broad range of national stakeholders, including the social partners and the private sector, should be a part of the design phase. The involvement of different institutional actors, and inter-sectoral dialogue, also fosters national ownership and motivation, at the same time strengthening policy coordination and coherence. But the real allocation of government financial resources at national and regional levels is needed to ensure that policy instruments, youth support structures and tailored measures (such as active labour market measures and integrated social protection schemes) can be operationalized.

To enable Ministries to carry forward the work started within the Joint Programmes, key technical, functional and systemic capacities are needed across government departments and relevant line Ministries. Building these capacities is thus a priority within country implementation strategies. Capacity building for actors such as youth organizations, local non-governmental organizations (NGOs) and community-based organizations (CBOs) has also played a critical role in outreach activities and in enhancing service delivery.

Since active labour market measures such as internships, work experience and job placements are highly dependent for their success on Public Private Partnerships (PPPs), the generation of PPPs across the YEM window has been one of the major factors leading to improved workforce insertion prospects and decent work for thousands of direct beneficiaries.

ii) Lessons from demonstration policies and pilot projects

The demonstration policies and pilot projects have contributed to organizational learning on technical approaches, delivery arrangements, training methodologies and operational processes that work for beneficiary groups in different local contexts. They have shown that the programme quality, impact, sustainability and the potential for replication are not just related to financing, but are the sum of many ingredients.

Community-based outreach campaigns help to generate buy-in by direct beneficiaries and communities to programme objectives and to the take-up of training offers. Working with

local stakeholders and NGOs on communications campaigns has the value of gaining the confidence of communities and identifying priority areas for action. NGOs are also often quicker in identifying 'at-risk' groups since they often have experience of working on education and skills training programmes in these communities.

Since the direct beneficiaries usually face multiple barriers and layers of disadvantage, a combination of information, employment and social services is needed to minimize the risks of permanent dislocation from local labour markets, social exclusion or falling into unsafe migration practices. The pilot projects also underlined the importance of avoiding barriers to access for young people with low motivation or confidence, or lacking in formal qualifications, and the need to adapt training methodologies to the educational level and contexts of the participants. On a final note, the training was seen to increase in relevance when it focused on skills-in-demand in local labour markets, or was grounded on real prospects for enterprise creation within local productive sectors.

iii) Lessons from Joint Programming

Joint programming at country level has been most effective when underpinned by a strong design logic grounded on: a thorough understanding of the struggles facing youth in their communities; baseline research of existing assets and skills gaps; a well thought-out and defined implementation plan with clearly assigned responsibilities among participating UN Agencies and national and local partners; buy-in from a broad range of stakeholders, and; clearly defined outcomes and outputs. A certain degree of flexibility has also proved necessary to adapt to variable country conditions and deliver results in response to needs identified in the design stage.

The Joint Programmes have shown that national and local leadership is of the essence for realizing outputs and improving the sustainability of results. Governments at national, regional and municipal levels more readily assume ownership and responsibility when they feel that initiatives build on their existing visions, strategies and institutional frameworks. In these cases, there was a significant increase national commitment to programme outcomes and the ownership of the policy, procedural and legislative changes initiated.

Institutional ownership in the concrete implementation of Joint Programmes entails that the roles and responsibilities of each national and local partner institution be clarified from the outset. But national and local institutions also require specific capacity building assistance, both to identify their specific employment and migration challenges, and to support their awareness of UN procedures, Protocols, funding disbursement and contractual arrangements enabling them to fulfill their obligations.

Challenges for the future

The implementation of a time-bound technical cooperation framework has unarguably helped national authorities to move forward in the development of targeted youth policies and services to vulnerable communities. A sign of institutional sustainability in many of the Joint Programme countries is that national and municipal governments have expressed a

desire to continue the activities launched within the framework of their Joint Programmes. To this end, national action plans are being drawn up that envisage bringing policies or pilot projects to scale − by expanding the territorial coverage of programmes and services, or by increasing access of individual beneficiaries. Many of the pilot projects have also significantly contributed to organizational learning while triggering changes in institutional arrangements for youth policy, or indeed reforms to policy and legislative frameworks.

Overall, the design logic of the Joint Programmes has been an experiment in bridging the gap between long-term planning around youth employment and social targets and meeting immediate youth needs in their communities. By combining policy development with institutional capacity building on the one hand, and with demonstration programmes and services on the other, the Joint Programmes have proved that such strategies are more effective in responding to the needs of vulnerable groups of young people and in improving overall governance.

As an implementation framework, the Joint Programmes have proved an innovative vehicle for channeling and harmonizing technical cooperation at country level, with value generated by harnessing the technical strengths of individual agencies towards national development priorities. Indeed, the Joint Programme modality is one of first real attempts to coordinate the expertise of several UN agencies through the United Nations Country Teams and through a single country Work Plan and budget. The sharing of operational knowledge and lessons learned amongst the agencies has contributed to improving their organizational performance.

The challenges for the future will be to mainstream what has been learned through the Joint Programmes on youth promotion strategies into UN country planning mechanisms, to continue the partnerships with national/local institutions, private sector actors and groups/organizations representing the interests of young people, to embed the sustainability elements in the design phase of future projects and to generate mechanisms for cost-sharing of activities with national governments. There is obviously a need to give visibility to the results already achieved, highlighting good practices and disseminating the lessons learnt. But establishing more robust monitoring and follow-up mechanisms are now urgently need to ascertain how far the JPs have made an impact on the generation of new employment within local economies and to see how far those who were beneficiaries of education and training programmes, internships, apprenticeships and job placement opportunities managed to find or stay in employment after leaving their training.

II. Background

II.1 The youth, employment and migration challenge

There are more young people in the world today than ever before, 1.3 billion of them living in developing countries. The global financial crisis and economic downturn has resulted in the largest cohort ever of unemployed young people around the world, with 80.7 million young people struggling to find work in 2009. In the period from 2007 to 2009, the crisis also produced the largest ever annual increase in the global youth unemployment rate - from 11.9 to 13 per cent. This reversed the pre-crisis trend of declining youth unemployment since 2002.[2]

Economic crises have doubled youth unemployment rates in countries such as Greece and Spain. Around half of young potential labour force entrants were unemployed in South Africa in the fourth quarter of 2011. However, the unemployment rate for youth (aged 15-24) has risen substantially across many of the G20 countries – most notably France, Italy, Spain, the United Kingdom and the United States – with little sign of a return to pre-crisis levels even as the recovery enters its third year.

In rural and urban areas everywhere, opportunities for income generation and obtaining decent work are increasingly hard to come by. In developing and transition countries, natural disasters, climate change and long periods of internal unrest or conflict have also had deleterious effects on youth employment prospects. Here, many young people are neither engaged in employment, nor in education and training and face a high risk of social and economic exclusion. Their inactivity often reflects the accumulation of multiple disadvantages including gender bias[3] and discrimination by ethnic grouping, age and disability, as well as their lack of qualifications or marketable skills and material poverty.

For those young people who do find work, employment is likely to be informal or temporary and affording little to no social protection, or opportunities for training and career progression. Young people thus suffer disproportionately from decent work deficits, measured in terms of working poverty. Indeed in 2008, young people accounted for nearly a quarter of the total working poor globally (e.g. earning up to US$1.25 a day).[4] In this picture, child labour is a major concern, with its damaging effects on children's health and investment in education.

Youth unemployment is a global challenge that needs to be understood not only within the broader employment question, but for its consequences in terms of the increasing numbers of young people who migrate annually in search of alternative livelihoods and opportunities.

[2] Of note, the global female youth unemployment rate in 2009 stood at 13.2 per cent compared to the male rate of 12.9 per cent. MDG Fund website: http://www.mdgfund.org/content/youthemploymentandmigration

[3] MDG Fund website: http://www.mdgfund.org/content/youthemploymentandmigration

[4] Reference: Final Report, *Knowledge Sharing Workshops on Youth Employment and Migration*, Budapest, 30 March – 1 April 2011, Lima, 13 - 5 April 2011.

Attracted by the favorable wage differential, many young people are leaving their rural communities and small towns to migrate to urban areas within their own countries. In China, for example, an estimated 62% of the rural population aged 15 to 30 is now leaving their community behind to migrate to regional hubs and the main cities. But even more are trying their luck overseas.[5]

In transition countries, such as Albania, Bosnia and Herzegovina[6] (BiH) and Serbia[7], the rate of out-migration from different communities has been accelerated by years of conflict and economic downturn. Approximately 500,000 young people left Serbia from 1991 to 2001, while hundreds of thousands of refugees and displaced persons have exerted dramatic pressure on the country's urban housing and labour markets[8]. Meanwhile, a new generation of migrants with higher educational levels and career aspirations has emerged around the world, contributing to the so-called phenomenon of 'brain drain'. While they are more likely to demand protection of their rights and have better likelihood of economic and social integration in the cities where they live, they are still often confronted with low incomes and high costs of living, as well as labour rights violations.

In the G20 countries, developing and transition countries alike, the combination of youth unemployment and migration has created an inter-locking set of difficulties for young people. At best, a poor employment record in the early stages of a person's career can harm job prospects further down the line. But the lack of decent work and access to social protection exposes them to higher levels of vulnerability and a host of potentially exploitative practices. It also poses significant economic and social costs for the communities where they live in terms of lost productivity and managing the consequences of social exclusion.

The formulation and management of integrated youth employment, social and migration policies is an area where many countries have had little experience until recently. Labour market interventions have usually focused on increasing the number of jobs (supply side), with little attention to the barriers to labour market entry and decent work, or the push factors that lead young people to migrate away from their communities.[9] Against this background, the MDG-F YEM thematic window was conceived to work with governments in improving the policy coherence of interventions targeting at-risk population groups, reducing the risks of poverty and vulnerability and in parallel empowering young people towards economic and social mobility.

[5] Reference: Joint Programme Final Report: *Protecting and Promoting the rights of China's vulnerable migrants*

[6] Joint Programme: *Youth Employability and Retention Programme* (YERP)

[7] Joint Programme: *Support To National Efforts for the Promotion of Youth Employment and Management of Migration*

[8] Reference: International Organizational for Migration (IOM) Press Briefing Note: IOM and Partners Address Youth Employment and Migration Challenges in Serbia.
http://www.iom.int/jahia/Jahia/pbnEU/cache/offonce/lang/en?entryId=24410

[9] Reference: Skills for improved productivity, employment growth and development. Report V. International Labour Conference, 97th Session, 2008

II.2 The international response

Achieving full and productive employment and decent work for all, including women and youth, is an explicit target of Millennium Development Goal 1, which aims to eradicate extreme poverty and hunger. In June 2005, the annual Conference of the International Labour Organization (ILO) adopted a Resolution on youth employment setting out policy messages and an overarching framework for governments, employer and worker organizations to address the youth employment challenge at the national level. Since then, the UN Secretary-General's Youth Employment Network (YEN) – a global partnership of the World Bank, the United Nations and the ILO – has provided a major opportunity to build international consensus and influence the international agenda through a comprehensive strategy for employment and social inclusion of young people.

Alongside the work of the ILO YEN, and the broader processes adopted by the international community towards the MDGs, the leaders of the G20 countries have also affirmed their commitment to active employment policies for vulnerable population groups. In Paris in September 2011, the G20 leaders highlighted the importance of: i) bridging the gap between the world of learning and the world of work; ii) promoting work experience, vocational training and work-based learning systems; iii) fostering agreements between the public and private sectors in support of active labour market measures; iii) establishing effective youth support structures to ensure that the right mix of incentives, skills development and counseling is in place to support vulnerable groups and the long-term unemployed. Policies to support self-employment and entrepreneurship, the G20 countries further argued, will help to grow economies in a balanced and sustainable way at local level.

II.3 Millennium Development Goals Fund (MDG-F)

In December 2006, the Government of Spain and the United Nations Development Programme (UNDP) signed a partnership agreement for the amount of €618 million and initiated the Millennium Development Goals Fund (MDG-F). Within the framework of the Millennium Declaration's Global Partnership for Development, the Fund supports innovative actions at national level with the potential for wide replication and high-impact in selected countries and sectors.

The creation of the Fund was viewed as a critical step in harmonizing the technical cooperation activities of development partners as it would allow the combined knowledge, norms and services of the UN system to be channelled more efficiently to advance progress towards the Millennium Development Goals and national development priorities. Indeed, with joint programming employed as the implementation modality at national level, this allows the UN partners[10] to draw together as a family of agencies, rather than working on common country goals under single agency initiatives.

[10] The international agencies involved in the Joint Programmes on YEM are FAO, ILO, lOM, UNAIDS, UNDP, UNESCO, UNFPA, UNIFEM, UNICEF, UNIDO, UNODC, UNOPS and WHO). The partners at national and local levels include ministries in charge of labour and employment, youth and sport, health, economy and planning, enterprise development, agriculture, education and science; municipalities and national statistical institutes; public employment services; employers and workers' organizations; and civil society organizations.

While the Joint Programmes are expected to be fully coherent and aligned with international development objectives, as agreed by the international community in the Rome Declaration, the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, they should also embed national and local ownership of all outputs: "*…the key element that will guide this work is a country-based approach that emphasizes country ownership and government leadership, includes capacity building, recognizes diverse aid modalities (projects, sector approaches, and budget or balance of payments support) and engages civil society including the private sector*."[11] In other words, the UN Agencies should work as facilitators, rather than drivers, of change alongside Government Ministries, national agencies, local authorities, community-based organizations and the private sector.

Since its inauguration, the MDG-F Fund has been operating through eight mutually supportive thematic windows[12] designed to accelerate progress towards the MDGs. Within each Window, the Joint Programmes are coordinated through UN Country Teams and national counterpart institutions to increase the coherence between UN interventions and stated economic and development priorities, as well as the expected outcomes of the UN Development Assistance Framework (UNDAF) and the overall MDG goals.

The MDG-F today comprises 130 Joint Programmes in 50 countries across five regions worldwide. The MDG-F estimates that the Joint Programmes have brought together approximately 2,000 partners from national and local governments, community-based organizations, private sector and NGOs.

II.4 The Youth, Employment and Migration window (MDG-F YEM)

The Youth, Employment and Migration window was launched in August 2007 and provides support to 15 Joint Programmes spanning countries in Africa, Asia, South-East Europe and Latin America.[13] The Window aims to increase the prominence of youth employment, migration and social protection issues in national policy-making and to test tailored responses for different population groups at community or regional level. At the same time, the strategic and normative concern is to ensure that policy and operational responses to youth challenges are rights-based, poverty-focused and fully informed by international good practice.

II.5 Relationship between the YEM Window and the MDGs

In the above context, and beyond the potential impact at national level, the Joint Programmes should have a visible and marked influence on global MDG indicators,

[11] Rome Declaration on Harmonization 2003.

[12] These thematic windows cover: Economic Democratic Governance; Gender Equality and Women's Empowerment; Youth Employment and Migration; Private Sector and Development; Environment and Climate Change; Conflict Prevention and Peace Building; Cultural Diversity and Development; and Children Food Security and Nutrition.

[13] Source: MDG Achievement Fund, *Joint Programme approval process.* http://www.mdgfund.org/page/ourprogrammes

especially Goal 1: *Eradicate extreme poverty and hunger*; Goal 3: *Promote gender equality and empower women*, and; Goal 6: *Combat HIV/AIDS and other diseases*.

Enhanced awareness of labour and social rights, and the empowerment of young people to firmly claim these rights, is a direct instrument for achieving MDG 1 '*Eradicate extreme poverty and hunger*', especially Target 1A: '*Halve the proportion of people living on less than $1 a day*.' Investment in human capital also plays a key role in improving young people's chances for labour market insertion. Different Joint Programmes have therefore strengthened access to different types of services for young people including guidance and counseling, job search, labour mediation, education and training schemes, employability and entrepreneurship skills training, thereby contributing to Goal Target 1B: 'Achieve decent employment for women, men, and young people.'

Towards the achievement of MDG 3, the programme has contributed to the promotion of technical training as a viable option for both women and men, and seeks to maintain an equity and gender focus in all training courses. Education-based pilot projects are further contributing to MDG 3A '*Eliminate gender disparity in primary and secondary education ratios of girls to boys in primary, secondary and tertiary education*.'

The Joint Programmes have raised awareness around behaviours to increase protection against life-threatening diseases such as HIV and AIDS, tuberculosis and malaria, thereby contributing to MDG 6 '*Combat HIV/AIDS, malaria and other diseases*.' Finally, the through implementation agreements and cooperation arrangements with Non-Governmental Organizations (NGOs) and the private sector, the Joint Programmes are contributing to MDG 8 '*Promote partnerships for decent and productive work for youth*.'

II.6 Overview of the approach to technical assistance

The approach to technical assistance employed through the YEM window provided the rationale for and underpinned many of the success stories highlighted in the next chapter. In essence, a top-down, bottom-up approach was applied. From the top-down level, institutional and organizational support enabled prioritization of a range of youth targets within national development frameworks, employment, and social inclusion and migration policies. Policymaking itself was grounded in enhanced knowledge of the particular challenges faced by young people, with this knowledge was gleaned from improved labour market indicators, research studies and other baseline data, as well as through consultations with key stakeholders and representatives of the direct beneficiaries themselves.

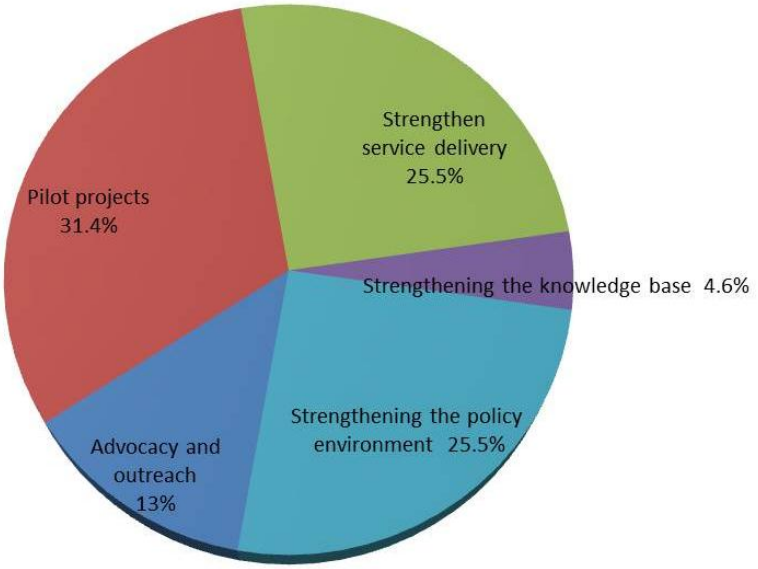
From the bottom-up, and in parallel, demonstration policies and pilot projects were framed within efforts to reduce the poverty experienced by young people and out-migration from vulnerable communities. They focused on measures to redress gender and other types of inequalities in gaining access to decent work and social protection at community level and allowed experimentation with operational approaches, training methodologies that quickly reach population segments with the most pressing needs, as well as production systems and technological solutions. Through their implementation, it was hoped that lessons could be drawn on how and why these projects work and whether it is worth supporting or replicating them over time and at a larger scale

The duality of the approach sustained an on-going dialogue and exchange between the national, regional and local levels. The outcomes at each level -- top-down, bottom-up – subsequently reinforce each other.

II.7 Brief overview of main intervention areas

The review of the YEM Window identified five main areas that countries focused on as strategic outcomes in their Joint Programmes. These are highlighted in Graph 1 below as per the distribution of total outputs identified. The pie chart shows that, all countries considered, the Joint Programmes focused in equal measure on efforts to strengthen the policy environment and to strengthen service delivery for youth initiatives. The lion's share of efforts, however, has been directed at the implementation of pilot projects working directly with young people in their communities.

Graph 1: Distribution of outputs per intervention area



Graph 2 below offers a more detailed overview of the Joint Programme outputs within each of the five main intervention areas. Within each of these areas, there is an indication of the weight given to different types of outputs, with the exception of the bar for 'Strengthened Service Delivery' which shows the breakdown by the type of stakeholders targeted.

In the intervention area focusing on the policy environment, efforts to mainstream youth issues within national policy frameworks not surprisingly constituted around one third of outputs. However migration and social policy were not ignored and, taken together, were the focus of 30% of outputs within this intervention area.

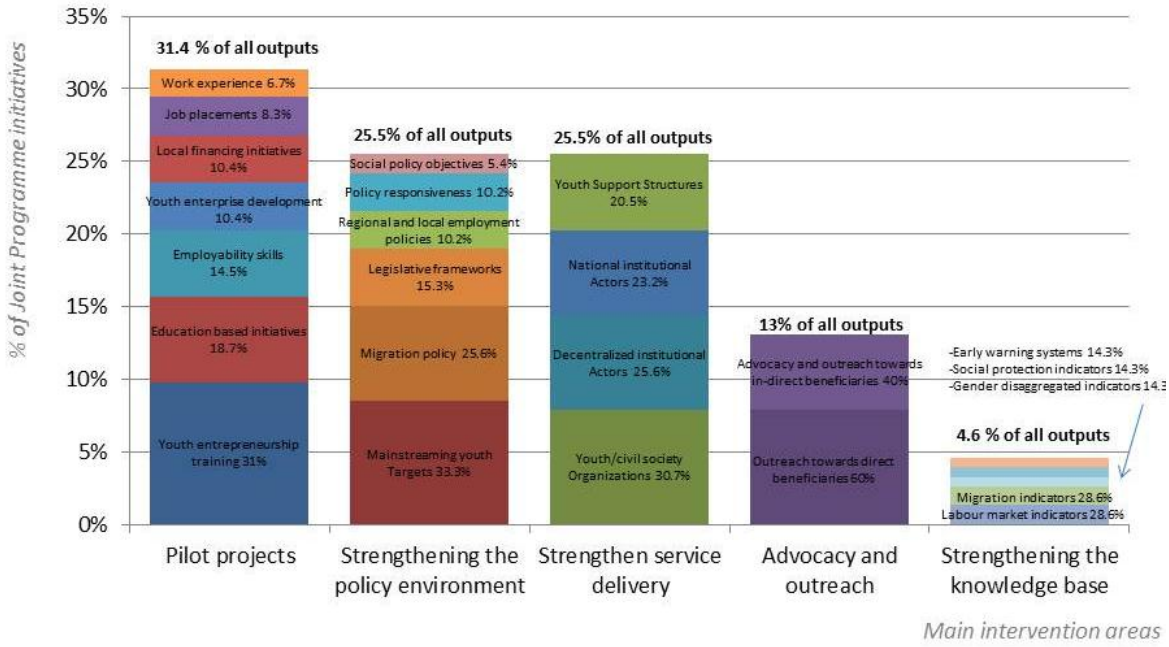
Within the pilot projects, one can see that just under one third of activities (31%) were targeted at entrepreneurship training as an active labour market measure, with education-

based activities the second largest grouping of activities at (18.7%). This perhaps reflects the reality of scarce formal labour market insertion opportunities in the pilot areas of the participating countries and the need to explore and stimulate alternatives to the creation of decent work.

Within efforts to strengthen capacities of service providers and implicated stakeholders, youth and civil society organizations were the largest single beneficiary group of activities at 30.7%. However 25.6% of activities also focused on capacity building for decentralized institutional actors and 20.5% on youth support structures - such as One-Stop-Shops and Resource Centres, reflecting the need to strengthen the policy formulation, service delivery and monitoring capacities of institutional stakeholders closest to the beneficiary groups in the pilot communities.

A brief overview of the different interventions areas is offered below, while highlights of their results and achievements are explored in more detail in Section III.

Graph 2: Distribution of Joint Programme outputs with the main intervention areas



Advocacy and awareness-raising among policymakers and young people

All (100%) of the Joint Programmes engaged in some form of advocacy and outreach activity, especially during the early stages of JP implementation to raise awareness amongst direct and in-direct beneficiaries around the launch of the programme and its objectives. However, the review found that only around 70% of the Joint Programmes really engaged in concerted communications and outreach efforts as a specific type of output to inform vulnerable population groups about their labour and social rights, to warn them about the risks of irregular migration and human trafficking and to encourage them to take up the services

offered by Youth Employment Service (YES) Centres, One-stop-Shops and Community Centres.[14] The countries in the Latin America region, such as Costa Rica, Honduras,[15] Nicaragua, Paraguay and Peru have been particularly dynamic in this area, engaging with communities through a broad spectrum of mainstream and popular media.

Strengthening the knowledge base

Approximately 35% of the Joint Programme countries implemented specific outputs related to the formulation and strengthening of key indicators and labour force surveys to feed into evidence-based policy making. A major achievement of Joint Programmes in countries such as Albania, Bosnia and Herzegovina, the Philippines[16], Serbia and Turkey, which have all experienced considerable levels of internal displacement and out-migration, was the generation of reliable information on the situations of young men, women and minority groups in different regions and their movements within labour markets. Countries such as China, Peru, the Philippines and Turkey also engaged in qualitative research on the situation of migrants and regional and local labour markets as preparation for the introduction of social, migration and youth policies.

Strengthening national and local policy environments for youth-focused policies and their coordination

All of the Joint Programme countries (100%) gave prominence to youth employment, social and migration targets in national employment and social policy frameworks as part of their implementation frameworks. In approximately 60% of the Joint Programme countries, the articulation of policy intentions was translated into actionable measures through Youth Employment Action Plans at national level, in certain cases (Albania and Serbia) through the institutionalization of Youth Employment Funds.

In around 30% of countries, concrete regional youth and territorial employment plans were also conceived, again including provisions for the channeling of resources through regional employment funds or through allocations within national development budgets. In around 60% of cases, national and decentralized youth employment policies were designed with the involvement and inputs of Youth Committees and Councils and youth representative organizations (e.g. Peru[17]), as well as employer's organizations, the social partners and civil society more broadly.

In Albania, Serbia, Paraguay and China, demonstration policies were trialed in the areas of territorial employment, integrated social services, rural economy and health promotion. These policies did not attempt wholesale reform, but initiated changes by working within

[14] Please see Section III.7.3 for further information on these structures.

[15] Joint Programme: *Human development for youth: overcoming the challenges of migration through employment*

[16] Joint Programme: *Alternatives to migration: Decent jobs for Filipino youth*

[17] Joint Programme: *Promotion of employment and MSEs for youth and management of juvenile labour migration*

existing institutional and legislative frameworks and within the wider economic and employment efforts already championed by national Governments in partnership with their development partners. In this way, the demonstration policies were able to stay focused on their singular mission, channeling funding to the achievement of distinct policy targets and increasing the chances of impact.

In around 35% of Joint countries[18], there were tangible improvements in the governance of migration. In Albania, BiH, Honduras and Tunisia, temporary and circular migration programmes helped to generate new job placements and internships for returnees, or created bilateral agreements with countries to establish temporary work schemes for young people wishing to migrate. One highlight in this area is that around 21% of countries managed to involve the international Diaspora in supporting youth policies and pilot projects, through outreach campaigns, channeling remittances to entrepreneurship training or through community investment opportunities.

A significant success in countries such as China[19], Paraguay[20] and South Sudan[21] is that they were able to influence policy and legal frameworks to protect young people's labour and social rights and to create the legal basis for sustainable and socially responsible business models such as cooperatives and social enterprises. In China, a mobile health promotion policy was also developed to increase access to health services by migrant youth.

Pilot projects

All of the Joint Programme countries (100%) implemented pilot projects in some form or other, focusing on improving key life skills, employability, occupational and entrepreneurship skills among students, job seekers or unemployed beneficiary groups. These were facilitated by public/private partnerships and alliances with civil society implementation partners, with monitoring and follow-through from decentralized branches of Public Employment Services, Youth Employment Services, One-Stop-Shops and similar structures. The weight given to different types of pilot projects depended on the economic, social and demographic context of the pilot region and the needs identified during the design stage.

The section below takes a look at some of key areas for pilot projects in the YEM Window.

Education and training (18.7% of outputs in this intervention area): A number of pilot projects focused on improving the quality of formal and non-formal education and skills training and improving the match between classroom-based teaching and the competencies and skills in demand within the local economy. Pilot projects in countries such as BiH, China, the Philippines and South Sudan[22] also strengthened the capacities of education systems to

[18] Joint Programme: *Engaging Tunisian Youth to Achieve the MDGs*

[19] Joint Programme: *Protecting and Promoting the Rights of China's Vulnerable Migrants*

[20] Joint Programme: *Economic capacities and opportunities for social inclusion*

[21] Joint Programme: *Creating Opportunities for Youth Employment in South Sudan*

[22] Joint Programme: *Creating opportunities for youth employment*

retain vulnerable population groups in schooling and to extend the supply of vocational training and non-formal education to women, returnees and minority groups. In countries such as Bosnia and Herzegovina, Turkey and South Sudan, internships in local enterprises were organized for graduates of vocational training courses, based on surveys of skills-in-demand within local enterprises. Non-formal life skills and vocational training in China and South Sudan focused education provision in difficult-to-reach areas, especially for women.

Active labour market measures (81.3% of outputs in this intervention area): Active labour market measures were visibly the most popular form of pilot project across the YEM Window, intended to promote more equal opportunities in the labour market, especially in relation to the inclusion of women, minorities and vulnerable population groups.

The first set of active labour market measures include internships, apprenticeships, job placements and workforce training for young labour market entrants from disadvantaged urban and rural areas, as well as returnees and the long-term unemployed. Such measures were common to countries having experienced long periods of unrest or conflict with a high level of internal displacement, or to countries with high numbers of overseas workers or returnees (Albania, BiH, Honduras, Nicaragua, Serbia, the Philippines, and South Sudan). Experimental measures in BiH and China focused on the benefits of volunteering, hinting at the potential role that volunteerism could play in integrating young people into the labour market and stimulating civic engagement.

The second set concerned entrepreneurship training and youth enterprise creation, which constituted approximately 40% of all pilot projects. These were implemented across Joint Programme countries irrespective of country situation or region. The scope of the training and services provided, however, took on a variety of different hues. Broadly speaking, in countries such as Albania, Serbia, South Sudan, Tunisia and Turkey, employment and entrepreneurship prospects were linked to value chains with a 'whole chain' approach to training, from conception of the idea to distribution and including the promotion of entrepreneurs through Trade Fairs.

In Latin America, countries such as Honduras, Paraguay and Nicaragua[23] sought to strengthen linkages between entrepreneurship training and local financing mechanisms, including experimentation with innovative funding mechanisms such as the channeling of remittances to fund entrepreneurship trainee's ideas (Paraguay, Honduras). Other countries in the region established revolving funds, micro-finance and credit loans managed through local cooperative structures. Countries such as Albania, Serbia, Paraguay, Nicaragua, Peru, South Sudan also supported the development of cooperatives and youth enterprise promotion as a viable form of self-employment, with business coaching and follow-up support on the organizational and legal aspects of business creation.

Capacities to manage and deliver youth support services

Last, but not least, all of the Joint Programme countries (100%) included some form of

[23] Joint Programme: *National development capacities for improving employment and self-employment opportunities for young people*

institutional or organizational capacity development within the implementation framework. In countries such as Honduras, Nicaragua, Paraguay, Peru, the Philippines, Serbia, South Sudan and Turkey among others, there was strong evidence of strengthened technical capacities across line Ministries, National Employment Services, and relevant departments at national and decentralized levels. In around 45% of Joint Programme countries, the capacities of Regional Employment Services, Councils and Employment Boards were reinforced to deliver labour mediation, active labour market and social protection measures.

Locally accessible youth support structures are critical for population groups who may otherwise have limited opportunities to access information and training which can increase their chances of economic and social mobility. The capacities of youth support structures, Youth Employment Service Centres, One-Stop-Shops, Migrant Resource Centres and Community Care Centres were therefore reinforced as part of efforts to offer a single, integrated window for information, training opportunities and services to young people between the ages of 15 and 24.

Since active labour market measures such as internships, work experience and job placements are highly dependent for their success on Public Private Partnerships (PPPs), their generation across the YEM window has been one of the major factors leading to improved workforce insertion prospects and decent work for thousands of direct beneficiaries. Partnerships with youth Councils and civil society, as well as the training of youth leaders as peer educators and advocates, were also the target of capacity building in support of advocacy campaigns, social services, youth counseling and information services.

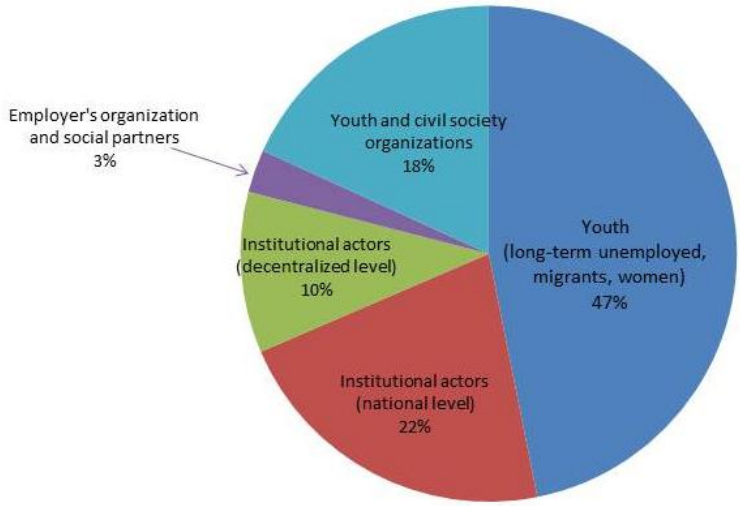
II.8 Overview of beneficiary groups and rights holders

The types of rights holders and beneficiaries participating in the Joint Programmes are nuanced according to the country context and expected outcomes of particular programmes. However, taken together, it is possible to distinguish at least five different groups of beneficiaries, including:

- Youth: Taken to mean young people living in rural and disadvantaged urban areas, including women, minority groups, migrants and returnees;
- Institutional actors and decision makers at national level: Line Ministries, national development boards or specialized agencies, Public Employment and Migration services
- Decentralized governance structures: Regional Employment Boards, branches of National Employment Services, One-Stop-Shops and Resource Centres, Municipal and District Councils;
- Employers organizations and social partners;
- Youth and civil society organizations, community groups, schools and academic institutions.

The graph below shows an approximate representation of the types of stakeholders that have been reached by, and benefited from, the totality of Joint Programmes within the MDG-F YEM Window.

Graph 3: Overview of the principle Joint Programme stakeholders



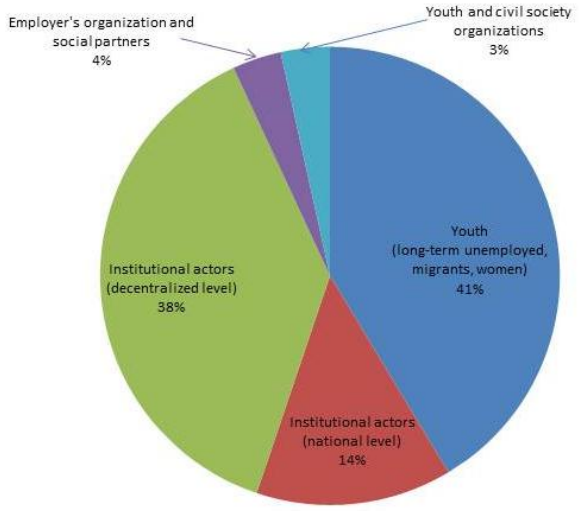
Achievements and results

III.1 Heightened awareness on youth employment and migration issues

While it is difficult to assess the impact of advocacy and outreach work, there is much anecdotal evidence that the Joint Programmes in the YEM window have heightened attention on youth employment, migration, social and health issues - both among institutional stakeholders and the general public and among specific direct beneficiary groups including disadvantaged youth, migrant workers and women in low paid domestic work.

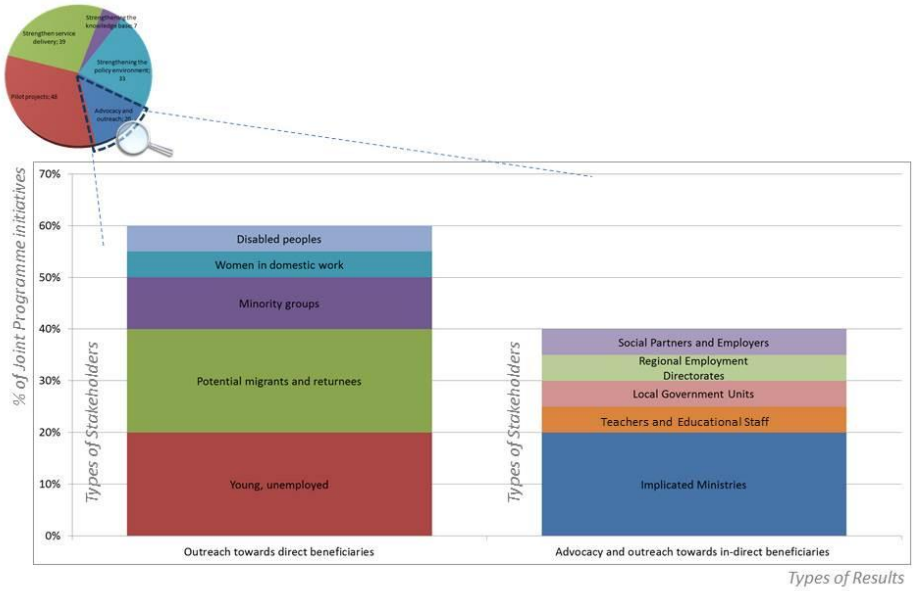
Advocacy and outreach efforts constituted approximately 13% of the total Joint Programme outputs. Graph 4 below offers a very general overview of the types of beneficiaries and stakeholders (directly or in-directly) targeted by advocacy and outreach efforts across the YEM Window.

Graph 4: Distribution of stakeholders reached by advocacy and outreach activities



Graph 5 further shows that these efforts can be broken down into those targeting direct beneficiaries (60% within this intervention area) and those targeted at institutional stakeholders (40%). Within each bar, the different types of stakeholders targeted have been reflected proportionately.

Graph 5: Zoom on Advocacy and Outreach



III.1.1 Heightened awareness among policymakers, stakeholders and partners

Joint Programmes in countries such as Turkey and Paraguay raised awareness among government decision-makers, and within Ministries and relevant line departments, on youth issues from rights-based perspectives (including poverty, gender, social inclusion and regional disparities), making explicit the objectives of the Joint Programme, building consensus around youth targets and looking at how Joint Programme can more broadly contribute to the achievement of the Millennium Development Goals.

In countries such as Albania, BiH, Peru and the Philippines, which show high levels of internal and overseas migration, the Joint Programmes helped to raise awareness within national and local government agencies on the range of employment, social and health challenges impacting on migrant workers, particularly the risks associated with illegal recruitment, irregular migration and human trafficking.

Examples of good practice

Outreach to institutional partners emphasizing rights-based perspectives

In **Turkey**, advocacy activities were carried out across several Ministries, including the Ministry of Agriculture, the Ministry of Interior, the Ministry of Labour and the Ministry of Education. Members of the National Technical Team (NTT) responsible for the drafting of the National Youth Employment Action Plan (NYEAP) also participated in a number of thematic and technical workshops on migration management policies and rural employment issues, thereby improving their policy formulation skills.

In **Paraguay**, 779 public sector staff took part in outreach and training on the protection of rights and access to justice for domestic workers. Teachers and educational staff of the National Vocational Training Service (HNS) and the National Job Training (SINAFOCAL, by its Spanish acronym) also participated in training and refresher courses to heighten their awareness on the labour rights of paid domestic workers. Similar training was organized within the National Directorate for Migration and Employment and the Ministries of Interior and Foreign Affairs to raise awareness on the specific rights of migrant domestic workers. An original practice during a course, taught by the Paraguayan national NGOs EcoGlobal and Global Association, was that participants took on the characteristics and conditions of paid domestic workers in the country. The course was attended by around 30 representatives of the Ministry of Justice and Labour.

Outreach on the employment, social and health challenges impacting on migrant workers

In **Albania** and **BiH**, information sessions organized within the Public Employment Services and government line departments were successful in motivating staff around the implementation of proposed reforms to public policy.

At local level in the **Philippines**, the Joint Programme raised awareness within the Philippines Overseas Employment Administration (POEA) in the three pilot provinces – Antique, Masbate and Angusan del Sur - in support of the 'Campaign against Illegal

Recruitment, Trafficking and Irregular Migration' (CAIRTIM). Training focused on action planning around anti-illegal recruitment and anti-trafficking issues and was extended to staff from National and Regional Centres, Local Government Units (LGUs) and law enforcement officers.

Again at sub-national level in **Peru**, 193 staff from 65 local and regional governments received training on the "*management of labour migration within regional and local governments. An alternative source of development.*" This course enabled staff to see how migration flows can bring positive benefits to receiving communities and how those benefits can be actively promoted.

Outreach targeting social partners and employers' associations

In **Serbia**, the Joint Programme assisted the Ministry of Regional Development in presenting the Youth Employment Fund[24] to social partners and employers. Presentations of the Fund were also made to employer's associations during round tables with employers and employment fairs, at four events to Roma associations, and to associations of people with disabilities. To inform the public about the YEF, there was also close liaison with the media. The Fund was featured eight times in 2010 on TV, Radio, and newspaper.

III.1.2 Outreach targeting young people and their communities

In provinces and municipal areas with high rates of unemployment and inactivity, young people are especially vulnerable to rural/urban migration, social marginalization and irregular migration practices. Many young people in these areas are unaware of their rights and entitlements. They may feel disconnected from the mainstream, discouraged and believing that there is no way out from their current situation. For those young people wishing to go in search of employment opportunities overseas, or find some form of income generation in large towns and cities, there is often little information available on the risks of migration, such as losing the support network of their family and friends, or what their social rights and legal status will be at their new destination. One of the principal dangers is that, without information and guidance, young migrants can easily fall into the hands of exploitative employers or human traffickers in their attempts to go abroad. Young also migrants face disproportional health risks because of their poor working and living conditions and their limited access to basic social services in rural areas, or even towns and cities. They experience a lack of information on everything from occupational and reproductive health to HIV/AIDs, malaria and tuberculosis, etc.

For these reasons, around 60% of the Joint Programme countries worked closely with governments and youth organizations, community support groups, NGOs, local governments and local councils to undertake outreach campaigns and to increase access to essential information on basic rights and access to essential services. Outreach campaigns in countries such as Albania, Bosnia and Herzegovina, China, Costa Rica, Honduras, Nicaragua, Paraguay and Serbia were sometimes nation-wide, or more localized in the heart of the most vulnerable villages. Multiple types of media were harnessed including radio, television, theatre groups, newspapers, citizen's forums, internet portals and connection through social networks. A particularity of outreach campaigns in countries such as Albania, Bosnia and

[24] Please see Section III.3.2

Herzegovina and Serbia was that youth leaders, youth offices and NGOs participated in the definition of processes or were trained as peer educators to extend the reach of key messages.

Examples of good practice

Advocacy campaigns on youth employment issues

In **Serbia**, the Youth Employment Action Plan[25] was accompanied by a nation-wide advocacy campaign 'The Right to Know', implemented in partnership with a national NGO and accompanied by the broad dissemination of a guide for young people on how national legislation impacts on them (migration, labour and health). Similar guides on social welfare and education were produced in 2011.

A sustainable outcome of this campaign was the growth of an 'advocacy base' – with commitments from key NGOs and institutions to continue advocating around youth issues as a group. In addition, two Serbian NGOs organized round tables on youth unemployment issues and supported the national youth action plan with the organization of six professional orientation fairs attended by 1,300 young people.

In **Costa Rica**, outreach activities were mainly community based, including: the organization of a Youth Week and health fairs in the two pilot areas of Upala and Desamparados; meetings with community mothers and community groups to promote the programme and the need for family and community support to young entrepreneurs; two mini information fairs in coordination with the Jesuit Service for Migrants and the Centre for Migrants Social Rights (CENDEROS, by its Spanish acronym); two events to raise awareness among journalists on the rights of migrants and refugees and; two workshops for school principals and counselors in Upala to sensitize educational authorities on youth issues from a rights-based perspective.

Outreach on the right to decent work

In **Albania**, the National Youth Council worked with the trade unions and the Ministry of Education on a nation-wide multi-media campaign focusing on Youth Rights at Work (YR@W).
Launched officially on May 1st 2012, the campaign is based upon an adaptation of the ILO 'Manual for the Promotion of the Rights of Young People in the World of Work.'[26] The trade unions helped to transform the tool on people's rights at work into short videos (posted on *YouTube*) showing examples of violations of young workers' rights. In addition, during a television broadcast on national television, NTV, a group of youth leaders discussed employment, migration, and other issues of interest to Albanian youth. The campaign will continue to be carried out beyond the duration of the Joint Programme.

In **Nicaragua**, where 70% of the population is under 30 years old and many young people are

[25] Please see Section III.3.2

[26] Starting right: Decent work for young people. International Labour Organization. www.ilo.org/.../wcms_120143.pdf

jobless or under-employed, a campaign led by the General Directorate of Immigration (DGME by its Spanish acronym) reached 8,500 young people, increasing their awareness on their right to decent work and the rights of migrants. Under the slogan "*Where you go, also will my rights*", the campaign was launched across mass media including radio and television, with a geographical focus on the country's border areas and in the municipalities where pilot projects are being undertaken. An information pack under the banner, the '*Right to Know'*, was developed and distributed to raise awareness on existing local employment and migration services.

A network of Care Centres in **Paraguay**, launched with the help of the Joint Programme, raised awareness within society at large on the vulnerability of domestic workers and their rights within the workforce. Training sessions on labour rights benefited some 700 women domestic workers, teaching them what to do in the case of unfair dismissal, how to claim bonuses and how to take action against violent employers. With support from volunteers, the Joint Programme further facilitated psychological and legal counseling for female migrant workers, at the same time providing career development counseling for those who wanted to find better jobs.

Information on labour market opportunities for young migrants

The Joint Programme in **Honduras**[27] facilitated the design and implementation of an online Atlas Youth Indicators[28] housed within the Labour Market Observatory (LMO). This Atlas was created within the national Labour Market and Migration programme (INFOJEM, by its Spanish acronym) and provides information to labour migrants and returnees. It has also been developed and linked with the National Employment Service (SENAEH, by its Spanish acronym) and connected to both the Labour Exchange in the country and the CareerBuilder service available through the Multiservicios offices in the pilot regions.

Information on safe migration practices for potential young migrants

In both BiH and Albania, awareness-raising activities around safe migration targeted secondary school students. In **Albania**, 120 high school graduating students visited the local YES Centre. Resulting from the success of the initiative, a Memorandum of Understanding was signed between the YES office in Shkodra and the Regional Education Directorate to include training and information sessions on career counseling and employment in the informal curricula of high schools in the region.

More broadly, in **BiH**, the media campaign entitled the '*Voices of Youth*' significantly increased awareness amongst BiH youth, their families and the general public on the risks of irregular migration, human trafficking, visa fees and application procedures. The campaign was preceded by an on-line survey of youth migration experiences, with focus groups of young people from different educational backgrounds (including Roma and returnees). A handbook on migration was then designed around analysis of the challenges and published on-line and in hard copy for distribution through the Centres for Information, Counseling

[27] Joint Programme: *Human development for youth: overcoming the challenges of migration through employment*

[28] The Atlas can be accessed through the link: http://207.42.179.145/infojem/

and Education (CISO)[29]. At least 3,000 potential and actual migrants have been reached through this campaign. All outreach initiatives received the active support of the Ministry of Human Rights Diaspora, Employment Institutes and youth services country-wide as well as Diaspora associations.

In **China**, following a study on the 'new generation' of young migrants, the Joint Programme contributed to the development of an internet portal[30], launched officially on 16 July 2010, housing important studies on a range of migration issues and offering key information for migrants on how to protect their rights and where to access services, training and support. This is an innovative tool which did not exist beforehand in China. Following the closure of YEM, the portal is being maintained by the Chinese Academy of Social Sciences (CASS) which has since used it to collect and launch recent research reports, articles, policies and news reports on rural-urban migration. With regard to the platform's future development, CASS is in the process of adjusting the structure, design and content to enable better promotion of the platform.

In **Nicaragua**, information activities on the risks associated with irregular migration took the form of an internet-based game, '*Life not for sale'*. Youth offices and 122 youth leaders participated in the definition of outreach processes and campaigns and received training as peer educators to promote programme activities among stakeholders and beneficiaries. Eight discussion networks on youth rights were further created in the pilot municipalities as part of this campaign benefitting 665 young people.

In **Paraguay**, the DACPE website has been improved and 845 officials and potential migrants received training in the use of a 'Safe Migration Guide.' An audiovisual presentation (VMJ) was also conceived that generated knowledge on youth migration flows in the migration corridor Paraguay-Argentina.

In **Peru**, an information and orientation service (INFOMIGRA, by its Spanish acronym)[31] for young Peruvians planning to migrate, migrants living abroad and potential returnees were created with the assistance of the Joint Programme. The objective is to provide reliable information and counseling on employment offers and the return migration process, closely based on users' needs. The portal has been institutionalized within the Ministry of Labour and Promotion of Employment. An innovative feature is that contributions to the content are received from the Peruvian Diaspora, as well as returnees who offer personal advice based on their own experiences. Since INFOMIGRA was launched in July 2011, the site has received 67,214 visits.

Information on health and the prevent of disease among young migrants

In **China**, a health promotion model[32] was designed and tested in Tianjin, Xi'an, Cang and Zhashui Counties to encourage the use of health services by young people. '*In-door Centres*'

[29] Please see Section III.5.3 for further details about the CISO.

[30] The information platform can be accessed through the link: www.youngmigrants.org

[31] INFOMIGRA : http://www.mintra.gob.pe/migrante/infomigra.php

were established in areas where migrants live and work and peer educators and volunteers were trained to communicate around health issues in their living and working quarters. In addition, a high-level policy advocacy forum was convened to discuss the outcomes of the programme and to contribute to national reforms for promoting migrants' health.

This was the first targeted measure of its kind specifically addressing the health needs of young migrants in China, with evidence of positive changes in migrant's awareness and behaviour. National authorities have indicated that the health model is likely to be replicated to other provinces around the country.

In **South Sudan**, young leaders, representatives of youth groups and university volunteers received training on how to raise awareness on reproductive health, family planning issues and HIV/Aids at community level. In the first instance, training of Trainers courses in Budi and Torit counties equipped youth leaders with knowledge and skills on peer education techniques, as well as basic facts on HIV/AIDs. Eleven Youth Peer Educators have so far qualified as trainers and two local Youth Peer networks were formed to coordinate activities. In Kator Payam, Juba County 29 (24 females and 5 males) youth peers took part in a training course that targeted youth clubs, youth groups and associations. Putting this into practice, two mobile HIV Counseling and Testing (HCT) campaigns were then carried during the celebration of the 2011 World AIDS Day.

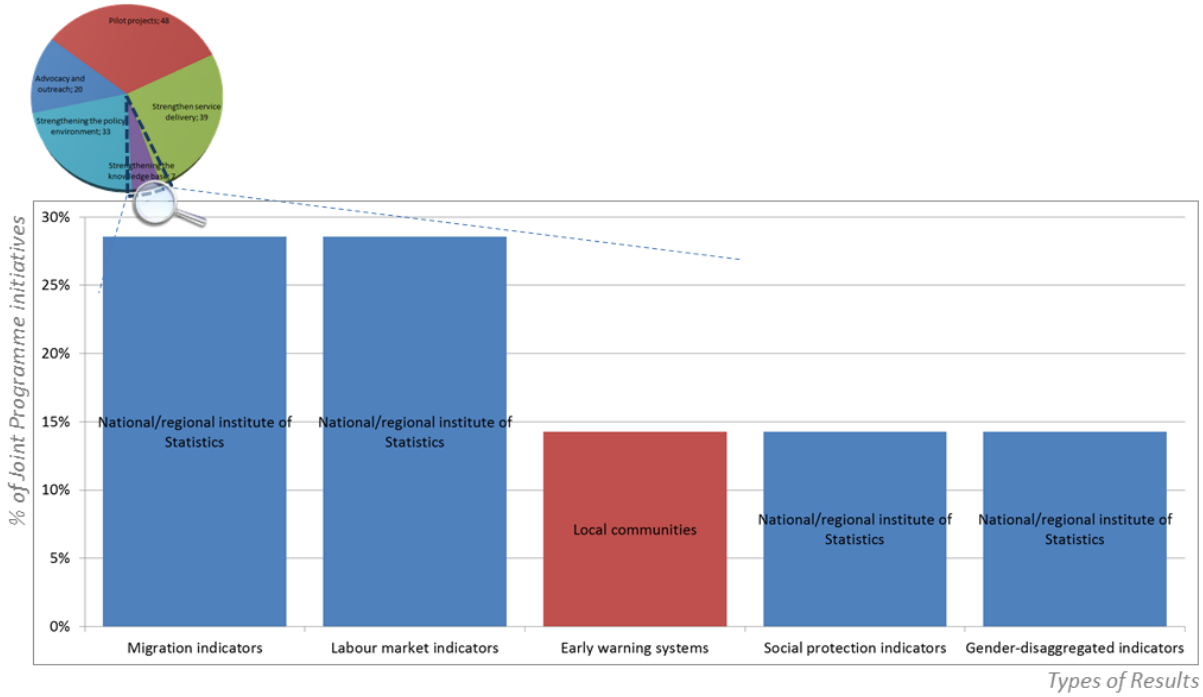
III.2 Enhanced knowledge base on the challenges and difficulties facing young people

Certain countries are unable to clearly identify the challenges facing young people in relation to workforce insertion, social protection and safe migration and they lack monitoring systems to measure the attainment of youth policy objectives. Broad research, qualitative surveys, stakeholder consultations and targeted advocacy have played a key role in improving understanding among policymakers and institutional actors on the difficulties facing young people and the factors pushing them towards early school drop-out and leaving their communities for internal or overseas migration. But a more in-depth knowledge base has been made possible by working with national and local Statistics Institutes and strengthening their capacities to conceive, analyze and monitor the most relevant youth-focused indicators, together with their collection and measurement methods.

Capacities have been strengthened in around 36% of countries to the level where data of sufficient quality is now available to use as inputs to the formulation of national youth policies and action plans, as well as the design of targeted measures for different population groups. The various experiences have led to a more responsive, evidence-based policy environment in countries such as Albania, Bosnia, Herzegovina, Serbia and Turkey.

[32] Developed in cooperation with the CDC of Zhashui County in Shannxi Province, CDC of Cang County in Hebei Province and Tianjin Health Bureau, TJWCHC, Shannxi Health Department, SHEI, Xincheng CDC in Xi'an.

Graph 6: Zoom on Strengthening the Knowledge Base



Graph 6 shows that efforts to strengthen the knowledge base (which constituted approximately 4.6% of the total Joint Programme outputs) can further be broken down into work focusing on strengthening migration, labour market, social protection and gender-disaggregated indicators, as well as efforts to assist countries in building early warning systems. Within each bar, the different types of stakeholders targeted have been proportionately identified. Unsurprisingly, the main beneficiary groups within this type of Joint Programme activity were national and regional Institutes for Statistics.

Examples of good practice

Improved labour market indicators

In **Albania**, the process of developing the National Action Plan on Youth Employment revealed a scarcity of statistical data of sufficient quality. After the Joint Programme facilitated an initial survey of the 20 employment statistics available, an Interdisciplinary Working Group on Labour Market Information Analysis (LMI) was created including different ministries, as well as workers' and employers' organizations. Under the leadership and guidance of the Ministry of Labour, Social Affairs and Equal Opportunities (MoLSAEO) and the Albania Institute for Statistics (INSTAT), the Working Group elaborated an ad-hoc youth survey module[33] aimed at young LFS respondents (15-29) who had left continuous formal education and training. Coaching was provided to INSTAT, MoLSAEO and national partners to implement the more technical dimensions of the ad-hoc survey.

[33] The objectives were to capture both detailed traditional labour market indicators (activity, employment and unemployment) and decent work data, namely on young workers in vulnerable employment, youth engaged in the informal economy, time-bound under-employment, involuntary part-time and temporary work.

Pointing to the sustainability of this initiative is the Memorandum of Understanding (MoU) prepared between MoLSAEO and INSTAT, which now guarantees that MoLSEAO will receive regularly updated information and statistics from the LFS in an anonymous format that can be used to generate evidence-based policy making. Other Albanian institutions are pursuing similar agreements (based on the sample MoU) with INSTAT to expand access to labour market data and other information.

In **Serbia**, labour demand data is now regularly collected through the Occupational Skills Survey and is being used to shape employment and vocational education policies. Progress was made possible due to capacity building efforts with the Serbian Institute for Statistics to: i) expand the range of data collected and the structure of the LFS itself; ii) broaden the Skills and Occupation Survey to inform the system used by the Ministry of Economy and Regional Development's (MoERD) to anticipate skills-in-demand and; iii) strengthen the Key Indicators of Labour Market (KILM) time-series (including integration of youth labour market indicators).

Five new youth employment indicators were also created with the assistance of the Joint Programme, providing significantly better data on youth employment trends in Serbia. As a result of the information gleaned with the new indicators, the LFS demonstrated more significant downward trends in youth employment over the period 2004-2011 than had been understood. The National Employment Strategy was consequently adjusted to respond more effectively to this trend.

Improved indicators on migration flows

In **Bosnia and Herzegovina**, the national statistical agency received training in collecting, processing and interpreting youth migration statistics. Domestic laws and regulations were reviewed and an overview analysis of data collection, mapping and practices was undertaken and legal solutions identified for all changes required in methodology. An overall methodology was then developed to ensure the quality of migration data and compatibility with EUROSTAT Regulation 862/207. In addition, a system for the exchange and dissemination of migration data was created. The central BiH Database for Migration (including youth statistics) is now functional as a result of the assistance provided by the Joint Programme.

In **Turkey**, baseline research looked at the impacts of 'Human Mobility on the Labour Market and Youth Employment.' The research identified factors contributing to the persistently high rates of unemployment and joblessness among youth in Antalya[34] and the study increased understanding of the effects of migratory flows on occupational changes in labour market structures at regional level. The research was undertaken with the institutional support of the Turkish Employment Agency (İŞKUR), while the capacities of the Antalya Regional Directorate of the Turkish Statistical Institute (TURKSTAT) were strengthened to undertake local statistical monitoring of labour market insertion patterns.

Focusing on gender-disaggregated indicators

[34] A total of 2000 households were sampled and interviews with 72.8 % of households were held. Furthermore, 478 men and 531 women between the ages of 15-29 were interviewed.

Again in **Turkey**, a Labour Market Assessment (LMA) led by TURKSTAT led to detailed (2-digit level) occupational data of the existing labour force in Antalya. The LMA especially looked at young women's participation in local and regional labour markets and identified the needs of enterprises and areas where there are skills shortages/surpluses. A Labour Market Analysis Report was issued and disseminated in Antalya, with a proposal for a model 'Occupational Outlook' that could be scaled up for regular publication by ISKUR in cooperation with TURKSTAT, employers' associations and social partners.

Focusing on social protection indicators

In **Serbia**, ten new social protection indicators laid the foundations for the system for Integrated Service Delivery (ISD)[35]. The new indicators were defined with the assistance of the Joint Programme for inclusion within the Serbian DevInfo system. The initiative was accompanied by the elaboration of a guide for the collection and reporting of national and local data, with instruments for data collection revised within the social protection system. As staff supervising the existing DevInfo system could not yet support local data collection, the expansion of the database was also accompanied by capacity building of representatives of local government, Youth Offices and the Centres for Social Work and national and local institutions in the social protection field. In addition, six local councils received technical support to 'profile' population groups at risk of exclusion.

The evidence suggests that the expanded database will have long-lasting impact on policy development, as the high quality data emerging from it are now being used by local and national economic and employment authorities for policy formulation. The data is also used for planning purposes within the Integrated System for Service Delivery.

Focusing on early warning systems

The Joint Programme in **BiH** facilitated the creation of a database model in the 17 pilot municipalities enabling the early identification and monitoring of young people and adolescents who drop out of, or fail to enroll, in formal education. Research and an inclusive survey[36] undertaken during the preparatory phase established evidence and the reasons for: i) non enrolment in primary and general secondary education, and ii) dropout at both primary and secondary level. Following the research, action plans were conceived for the creation of the databases in consultation with 13 YERP municipalities. The roll-out of the action plans was accompanied by technical training for community stakeholders[37] on monitoring, detecting and preventing dropouts at both primary and secondary education level.

[35] Please see Annex 4 for more details about the system for Integrated Service Delivery.

[36] The survey included: 91 principals and pedagogues from 46 primary schools; 87 principals and pedagogues from 45 secondary schools; 15 directors of Employment Bureaus; 16 representatives of the Centres for Social work; 15 representatives of municipal departments and; 14 Education Officers from Ministries of Education.

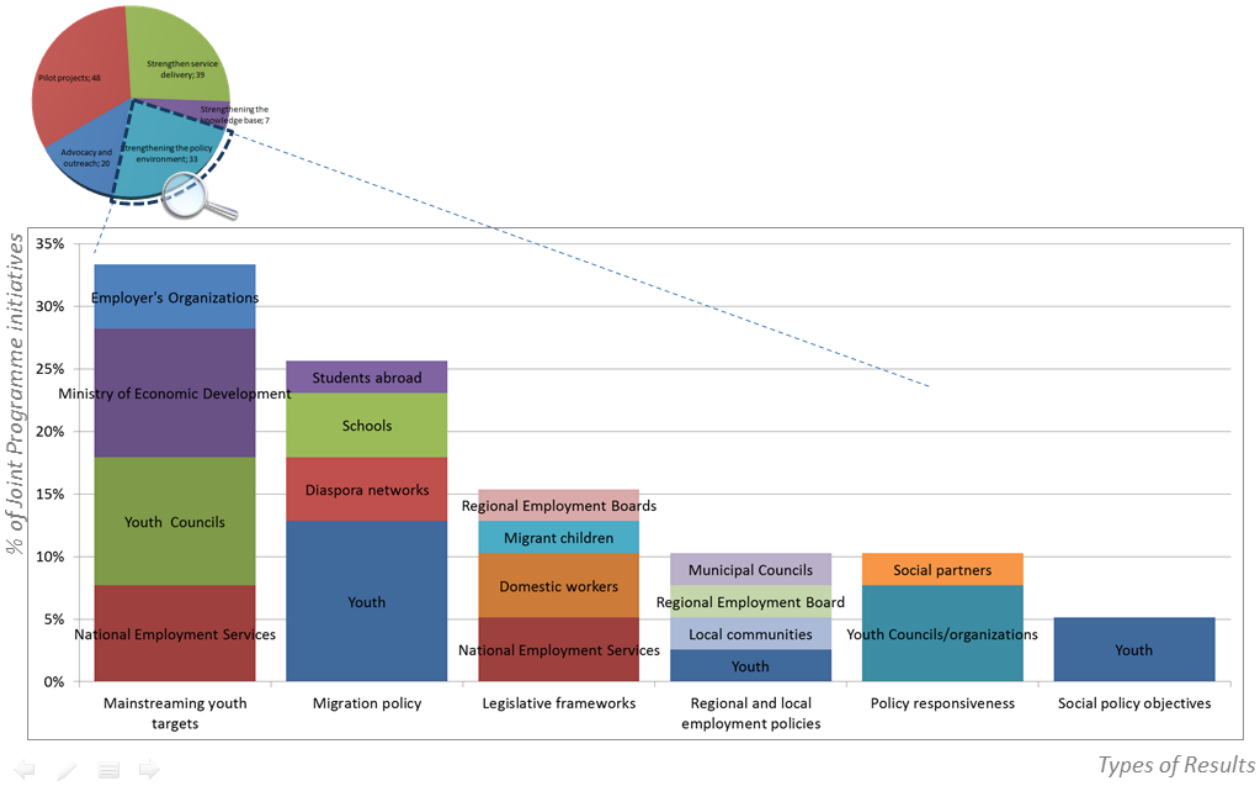
[37] Stakeholders included municipal officers responsible for managing the database, school inspectors, school directors, teachers, pedagogues, parent/pupil councils.

In terms of longer term impact, the outputs of the surveys are now feeding directly into the design of local mitigation strategies to keep pupils in classrooms and to improve their employability skills, with a specific focus on monitoring the involvement and participation of girls, Roma and children from other at-risk groups. At national level, the final draft strategy for the migration monitoring strategy in BiH is now completed.

III.3 Strengthened policy and institutional environments

Graph 7 below shows that efforts to strengthen the policy environment, which constituted 25.5% of the total Joint Programme outputs identified, can be broken down into work focusing on mainstreaming youth targets, migration policy, legislative frameworks, regional and local employment policies and social policy objectives etc. Within each focus area, the graph also proportionately identifies the different types of stakeholders targeted. The graph confirms the majority of Joint Programme efforts in the area of strengthening policy frameworks were focused on mainstreaming youth and migration policy targets. Indeed, resulting from the support of the YEM Window, all Joint Programme countries reported advances in mainstreaming economic and social targets for youth into development and employment policy frameworks.

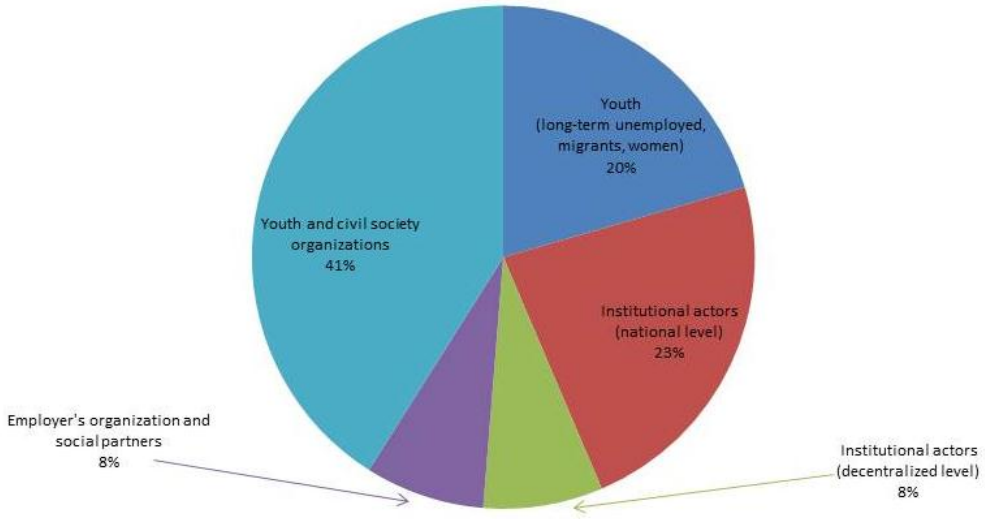
Graph 7: Zoom on Strengthening the Policy Environment



Graph 8 below illustrates the general distribution of beneficiary groups and stakeholders within this intervention area. Government decision-makers and institutions were naturally involved in consultations and capacity building activities, but concerted efforts made through the Joint Programmes to consult with youth and civil society organizations around youth employment and migration issues and to build participatory mechanisms for policy making. Indeed, in around 60% of the Joint Programme countries, national and decentralized

youth employment policies were designed with the involvement and inputs of Youth Committees and Councils and youth representative organizations, as well as employer's organizations, the social partners and civil society more broadly.

Graph 8: Distribution of stakeholders targeted within the policy environment



III.3.1 Mainstreaming youth targets into national policy frameworks

There is tangible evidence of increased commitment of Joint Programme countries to youth, employment and migration issues – with youth targets either being integrated into existing policies, or through the creation of distinct youth-focused action plans. The work in this area opened up spaces in which different types of institutional stakeholders, youth representatives, social partners, community based organizations and the private sector could be mobilized.

Of note, in countries such as the Philippines and South Sudan among others, youth policies were formulated with the substantial contributions of youth leaders and Youth Councils following national youth surveys, consultations and participatory dialogue. From a rights-based perspective, youth policy frameworks were also strengthened in countries such as Costa Rica, Honduras, Nicaragua, Paraguay, Peru, Serbia and Turkey with a more concerted focus on redressing inequalities between population groups.

In approximately 60% of the Joint Programme countries, the expression of political will was transformed into Youth Employment Action Plans (YEAPs). The YEAPs represent a break-through in youth policy as they include measureable, youth-specific employment and social protection targets.

Examples of good practice

The **National Youth Employment Plan** in **Nicaragua** builds on five principles: i) employment paths; ii) human development; iii) equality of opportunities and rights, iv) social dialogue and v) solidarity between generations. The decent work path includes action on basic

education, vocational education and training, youth aspirations and expectations, work experience and labour market entry through waged or self-employment, underpinned by adequate social protection. The target of the Plan is for 120 million young women and 80 million young men to have transited to decent work by 2016. The National Plan also comprises five pillars: 1) training and employability (increased access to vocational training and higher education aligned to labour market requirements); 2) employment and transition to work (increased quantity and quality of jobs for youth, reduced under-employment and informality); 3) entrepreneurship (increased youth competencies in starting and running a business); 4) social inclusion and gender equality (increased equality in the world of work); 5) inclusion of youth in national social dialogue mechanisms.

In **Paraguay**, over 62% of the population is less than 30 years of age and 49% of young people have little choice but to accept work under precarious conditions and have no access to social security. According to official data, only two thirds of domestic workers in Paraguay have finished sixth grade and many are forced to leave school early and doubly discriminated against, as women and as workers in a sector with no benefits and lower wages.[38] With the support of the Joint Programme, a **Youth Employment Policy** with a gender perspective was elaborated by the National Board for Youth Employment (MEJ) and institutionalized within the government's flagship programmes on social development. The focus on the needs of domestic workers within national policy environment represents a clear breakthrough for the YEM Window and capacity development activities focused on the transfer of skills to the Directorate-General of Employment (DGE, by its Spanish acronym) and the Directorate of Youth Employment to enable these bodies to oversee the implementation of the policy.

In spite of significant economic expansion over the past decade in **Peru**, two out of three unemployed people were aged between 15 and 29 years in 2010. Four out of five young workers were in precarious jobs and more than half (56 per cent) of the 8 million youth in the country would consider emigration if they had the chance. To respond to these challenges, the Government of Peru introduced the **National Youth Employment Policy and a Youth Employment Action Plan (2009–2012)**. Activities under the Youth Employment Action Plan foster employment creation through entrepreneurship and employability skills training. The implementation is overseen by a national tripartite committee including young representatives of employers' and workers' organizations. Out of the 370,000 targeted, more than 260,000 disadvantaged youth have so far benefited from the measures of the Plan.[39]

In the **Philippines**, the formulation of the **National Action Plan for Youth Employment and Migration** (NAP YEM) was preceded by a national assessment on the situation of Filipino Youth prepared by the National Youth Council.[40] Three island-wide consultations (in Luzon, Visayas, and Mindanao) were organized under the leadership of the Department of Labour

[38] Source: MDG-F Fund website: http://www.mdgfund.org/story/were-learning-lot-and-programme-teaching-us-love-ourselves

[39] Source: International Labour Organization. (May 2012). World of Work: Giving Youth a better start. The magazine of the ILO -No. 74

[40] Two additional background papers were also prepared: i) On the *Youth Employment and Migration Nexus*, by the Scalibrini Migration Centre and; ii) *Key Youth Employment and Migration* issues developed by the DOLE and Institute for Policy Studies.

and Employment, bringing together youth leaders and community representatives to analyze gaps in existing employment and education policies. The consultations identified: the need for life skills in the curriculum of secondary schools; the over-supply of jobless graduates; discrimination in the workplace; illegal human trafficking, and; the lack of motivation of out-of-school youth in skills training programmes. The findings of consultations served as the basis for the development of a Strategy Paper '*Alternative Pathways: towards Charting an Actionable Framework for Youth Employment and Migration*' which was adopted by the Department of Labour and Employment (DOLE) as part of the National Labour and Employment Plan. Once the shape of pilot projects had been agreed, sectoral consultations with Workers and Employer's Groups were organized as a starting point for implementation agreements to support the active labour market measures.

In **Serbia**, the drafting of the **National Employment Strategy (NES 2011-2020)** benefitted from the inclusion of five measurable youth employment targets[41] resulting from the capacity building efforts on indicator development described earlier. In Turkey, the National Youth Employment Action Plan was conceived to contribute to government's 'National Employment Strategy', launched at the end of 2009. The inclusion of special measures for vulnerable young people within the National Employment Strategy was facilitated by capacity development work to strengthen statistical monitoring capacities within the Turkish Statistical Institute and the Turkish Employment Organization. Furthermore, the NYEAP was designed as an operational document institutionalized within İŞKUR's terms of reference to ensure that it is an enforceable action plan. The NYEAP policy recommendations were conceived by the National Technical Team to address broader sector issues in tackling youth unemployment in Turkey.

III.3.2 Increased commitment of public financing to youth policy targets

Significant progress has been made on the commitment of financing to reaching the objectives of National Youth Employment Action Plans. In approximately 50% of countries, youth action plans were facilitated by their alignment with wider national budgetary frameworks or the creation of specific financing instruments to channel money to youth-focused policies and pilot activities.

Countries such as Honduras and Turkey made specific budget allocations within national development budgets. In the Philippines, youth targets were incorporated into the Philippine Medium-Term Policy Development Plan (MTPDP) for 2011-2016. In Ecuador, the National Action Plan on Youth Employment (NAP) was aligned to the objectives and priority axes of the Medium-term Expenditure Framework.

In Albania and Serbia the creation of Youth Employment Funds is one of the stand-out achievements of the MDG-F YEM Window.[42] These funds guaranteed financing to the

[41] The targets, examples of data being used to inform policy, are: Youth activity rate - 30.7%; Youth employment rate - 23.3%; Youth unemployment rate - 24%;Ratio of youth unemployment rate to general unemployment rate - 2.1:1; Youth (15-19) participation in education - 90% ; Youth (20-24) participation in education - 40%.

[42] Please see Section IV.1.2 for a discussion on the importance of financing of youth policies, as well as Annex IV for a description of the Youth Employment Funds created in Albania and Serbia.

implementation of YEAPs and made funds quickly available for the operational running costs of active labour market measures, social protection schemes and youth support structures.

Examples of good practice

In **Honduras**, the **Youth Employment Plan** (PEJ, by its Spanish acronym) was launched by Ministerial Order and institutionalized in the Directorate-General of Employment. The Secretary of Work and Social Security (STSS) was designated the lead agency with the cooperation of other employment-related Ministries and line departments at different governance levels. A budget was allocated to each institution's activities, thus enabling the operationalization of active labour market measures within the PEJ. The Joint Programme also contributed to the process of articulating the PEJ as a strategic and operational plan within the Mayors Offices and Youth Institutes in the three pilot departments of La Paz, Comayagua and Intibuca and Lenca.

In **Turkey**, the **National Youth Employment Action Plan (2011-2015)** is the first official policy document in the history of Turkey entirely focused on youth employment. It aims to promote decent work opportunities for 12 million young women and men aged 15-24 through concrete actions coordinated by the Public Employment Service (ISKUR) in collaboration with other relevant government agencies and the social partners. The Plan was developed by a National Technical Team (NTT) comprising representatives of relevant government agencies, employers' and workers' organizations, academics and representatives of young people. The NYEAP is the product of extensive social dialogue between multi-sectoral partners wherein all decisions were arrived at by consensus.

In **Serbia**, the Youth Employment Action Plan was accompanied by the creation of a **Youth Employment Fund** (YEF) providing an operational model for the design and implementation of Active Labour Market Measures targeting disadvantaged youth (15-29 years of age) in the seven pilot districts and in the operationalization of the system for Integrated Service Delivery.

The YEF was established through a co-financing arrangement and partnership between the Government of Serbia and the donor community. The creation of the Youth Employment Fund established an important landmark for the Government of Serbia. '*The practice of establishing employment funds is relatively new in the non-EU countries, although many attempts are being made to replicate mechanisms that are similar to the European Social Fund. The YEF allows the Government of Serbia, through the Ministry of Economy and Regional Development and the National Employment Service, to address the youth employment challenge by channeling financial resources to achieve youth employment and social inclusion policy objectives – similar to those set by the European Union Social Fund*.'[43]

In the area of ALLMs, the YEF piloted three main lines of services: on-the-job training, self-employment services and programmes for young persons with disabilities. A Management Committee (comprising representatives of the government and of the donor community) is

[43] Arandarenko, M. March 2012. *Report On The Third Cycle Of Monitoring Of Progress Achieved In The Promotion Of Youth Employment In Serbia*, technical monitoring report for the YEM JP.

responsible for approving eligibility criteria, duration and compensation levels of the youth employment promotion measures. By the completion of the Joint Programme, over 2,800 youth had received training, employment and social services thanks' to the existence of the fund, mostly young persons with a low level of education (89%), long-term unemployed (64%) and with no prior work experience (69%).[44] In the period from September 2009 to April 2012, the YEF also facilitated referrals for 2,682 young individuals in Belgrade, Novi Sad, Nis, Jagodina and Vranje who were clients of the Integrated Services Delivery System (51.4 per cent young men and 48.6 per cent young women). Over 4.5 per cent of beneficiaries were young people with disabilities to whom additional measures were offered.

The impact of the Youth Employment Funds in Serbia has not just been immediate however. The Fund has been instrumental in decentralizing youth policy and supported capacity building within four local youth offices which have, in turn, been able to assume an active role in the implementation of the YEAP. On an operational level, this output also involved the building of institutional and organizational capacities within Regional and Municipal governments to apply for and report on the use of funds. Here, as in Albania where a REF was created, the fact that the application procedures for the Employment Funds resemble those of the European Social Fund has created a good foundation for the European pre-accession process.

During the JP's implementation, several models to assure the institutional sustainability of the YEF were presented to the Government for consideration (with the YEF as: i) an independent government agency; ii) a specialized Department attached to a ministry or; iii) a set of dedicated budget lines under the control of the institutions responsible for employment promotion. The Employment Department (of the Ministry of Economy and Regional Development) in Serbia has already committed to continue financing the Fund and has embedded the good practice on targeting approaches into its strategic planning. The YEF has proved to be an effective, targeted approach to ALMMs that can, and, it is anticipated will, be implemented into the future by the Government of Serbia.

In **Albania**, a **Regional Employment Fund** (REF) was created in one of the pilot regions, Shkodra, to facilitate the implementation of the pilot projects, with capacity building for Regional Employment Board to accompany the decentralization in use of funds. The Ministries Labour, Agriculture, and Finance were also supported to modify the criteria for accessing resources under the Programme for Agriculture and Rural Development (PARD). As the model used as basis for the REF is the European Social Fund, the Shkodra Regional Council was empowered with the know-how required to manage and implement this kind of project.

III.3.3 Strengthened institutional coordination mechanisms for managing youth policies

The design of youth policy instruments and pilot projects has served as an important vehicle for strengthening inter-sectoral dialogue and working relationships among institutional partners with responsibility for youth issues. As a result, policy coordination and coherence have been strongly improved in several Joint Programme countries.

[44] The placement rate at follow up was 24.4% for on-the-job training, 74.3% for self-employment and 97.6% per cent for programmes targeting persons with disabilities.

Examples of good practice

In **China**, the Joint Programme required the inputs of twenty-seven Chinese government agencies and academic institutions and more than 100 local institutions. The Chinese Government was assisted in strengthening cooperation between all the different Ministries and Departments through technical support to the creation inter-sectoral working groups.

In **Costa Rica**, over 50 agencies were implicated in the design of the youth employment plan, including the National Institute for Learning (INA, by its Spanish acronym), the Institute for Social Assistance (IMAS, by its Spanish acronym), the Ministry of Foreign Trade (COMEX, by its Spanish acronym), the Ministry of Culture and Youth, as well as internal alliances between the programmes of the Ministry of Labour.

In **Nicaragua**, an inter-sectoral committee elaborated the National Youth Employment (CNEJ, by its Spanish acronym) and completed the preparation of the National Plan on Employment and Decent Work for the Youth of Nicaragua (2012-2016). By 2016, it is expected that approximately 120,000 women and 80,000 young men in urban areas and on the Caribbean Coast will have benefited from the measures foreseen within the plan. For its implementation, monitoring and follow-up, more than 20 national institutions of government, workers' organizations, the employers' organizations and youth organizations are expected to play a dynamic role. The process was led by the Nicaraguan Ministry of Work (MITRAB, by its Spanish acronym).

In **Paraguay**, the National Board for Youth Employment (MEJ, by its Spanish acronym) was established by decree in 2008 as an inter-institutional entity charged with the planning and coordination of youth employment policies. It comprises 23 public and private institutions, representatives of employers' and workers' organizations and members of civil society organizations. To date more than 9,000 young persons have benefitted from the pilot programmes developed by the MEJ.

At regional level in **Turkey**, representation within the Provincial Employment and Vocational Training Board in Antalya was broadened to include TURKSTAT and the Social Security Provincial Directorate (SGK). The City Council and the Provincial Directorate for Agriculture were also invited onto the Board to ensure closer cooperation with İŞKUR.

III.3.4 Strengthened regional and local employment policies and action plans

Within the framework of on-going decentralization processes, around 30% of the Joint Programmes assisted national governments in developing regional level and provincial action plans and demonstration policies. This was the case for countries such as Albania, Paraguay, Tunisia and South Sudan.

Examples of good practices

The **Territorial Employment Pact for Youth (Y-TEP)** in **Albania**[45] was elaborated in one of the pilot regions, Kukes, as part of a strategy to stimulate job creation within different links of

the agricultural value chain. This policy encouraged workers to formalize their activities in the informal economy as a way of stimulating new enterprise creation.

The Y-TEP represents an important institutional innovation as it was based on negotiated planning between the Regional Employment Board, local authorities, public employment services, business associations, trade unions, cultural and environmental associations, professional bodies, financial institutions and private enterprises. All of these actors contributed to the design phase and assumed complimentary roles and responsibilities in the realization of the Pact.

The Y-TEP established six service lines to promote labour market insertion, or to ease the transition from informal agricultural sector activities into the formal economy: i) entrepreneurship and business advisory services with a particular focus on women; ii) skills training grants; iii) access to credit opportunities; iv) subsidised employment; v) organisation building and vi) regulatory environment. Over 40 partners signed the Kukes Y-TEP, committing to the implementation of these service lines.

By the completion of the Joint Programme, it is estimated that the Y-TEP had helped to increase agricultural growth by 2% in the Kukes region[46] and over 900 youth had benefitted from activities organized within the framework of the Y-TEP. In the long-term, institutional change was triggered due to the embedding of more systematic coordination among different stakeholders at sub-national level.

The Y-TEP framework is now being extended to other regions of Albania beyond the Joint Programme framework. Further funding has also been secured beyond the end of the Joint Programme.

Again, in relation to energizing the rural and popular economy, a stand-out initiative in **Paraguay** was the **Integrated Production System** (SIP, by its Spanish acronym) which tested a new methodological approach and organizational structure for generating employment within agricultural value chains (in which informal activities are prevalent in Paraguay). The initiative strengthened the competitive capacity of small agricultural holdings, at the same time promoting sustainable and balanced economic growth at local level. Aside from this primary objective, the initiative is noteworthy as it enhanced institutional coordination at local level and mobilized the participation of local development actors, banks, NGOs and the private sector in the promotion of the rural economy. As communities were also mobilized in support of youth enterprise creation and cooperative structures, the SIP further served to strengthen the social fabric of communities. The initiative was framed within the context of the Paraguayan Economic and Social Strategic Plan (PEES) 2008–13.

In **Tunisia**, the Joint Programme supported the preparation of three **Regional Employment Plans**, a major achievement in the face of the change in government and civil unrest in 2011. The fall of Ben Ali opened the field for power sharing to the most economically disadvantaged regions and the Joint Programme has helped to bolster the administrative,

[45] Joint Programme: *Youth migration: Reaping the benefits and mitigating the risks*

[46] According to a technical note from the Chief Technical Advisor to MoLSAEO, legislative changes could lead to the formalization of an estimated 8,000 jobs in agriculture, reducing by as much as US$ 1.3 million the actualized social contribution losses.

managerial and logistical dimensions of this transition. The Regional Action Plans for Youth Employment were discussed during the first Congress National Employment in May 2012.

In **South Sudan**, the Joint Programme contributed to the elaboration of **three State-level action plans for youth employment** in line with the South Sudan Development Plan (2011-2013) and following the outcomes of youth employment stakeholder forums. In late 2011, a youth consultation also brought together out-of-school youth and youth leaders from universities, secondary and vocational schools across South Sudan to hear their perceptions on what they consider to be the main barriers to education, training and employment and to solicit their suggestions on viable solutions. The findings of the consultations informed the drafting of the South Sudan Education Sector Strategic Plan. State level Action Plans for Functional literacy were then developed.

III.3.5 Strengthened frameworks for addressing social policy objectives

The YEM window worked with countries such as Costa Rica, Serbia and China on demonstration policies to increase young people's access to social services and social protection. In Costa Rica and Serbia, the Joint Programmes specifically supported efforts to improve the operational coordination of employment and social protection services with the use of case management approaches to refer clients on to the appropriate services as necessary. The integrated systems in Serbia and Costa Rica have provided many operational lessons for countries wishing to establish similar systems.

Examples of good practice

As one of the services provided by the Punto-E One-Stop-Shops[47] in **Costa Rica**, a profiling system was employed by the Centres to determine the degree of vulnerability of each young client. Counselors then worked with the young person to develop an individually tailored personal development plan. The service delivery strategy encompassed three further steps: i) building the motivation of the young person to access available services; ii) the delivery of the agreed services; iii) support to the full implementation of the individual development plan. To date, over 3,200 young persons have compiled the information fiche required to determine their vulnerability index (63% young women and 37% young men).

A challenge identified during the design phase in **Serbia** was the institutional fragmentation of social and employment services for young people. One of the stated aims of the Joint Programme was therefore to assist in the creation of a coordinated and multi-sector system for addressing the needs of young people most at risk of unemployment, social exclusion and unsafe migration[48], as well as increasing outreach and awareness on existing local services.

[47] See Section III.5.3 for further details on the Punto-E One-Stop-Shops

[48] The intended beneficiary group included young people with low educational attainment (e.g. primary and secondary education drop-outs), social assistance beneficiaries single parents, youth leaving institutional care, young people with disabilities, ethnic minorities, internally displaced young people and refugees, returnees and youth living in poor households.

The Integrated Service Delivery System is based on a profiling system to detect the risk factors that the young person is exposed to. A case management approach is then employed wherein a single caseworker refers the beneficiary to the public service providers most suited to address their needs (education, employment, social integration), as well as the provision of employment programmes to ease the transition to work and motivation coaching.

The design of the system was informed by research on good practices on integrated social systems in Western Europe and the ISD was subsequently trialed in seven pilot municipalities in the Districts of South Backa, Belgrade and Pcinjski.[49] The target group included young people in the 15 to 24 age group who are single parents, social assistance beneficiaries, about to leave institutional care, victims of domestic violence and human trafficking, persons living with a disability, former drug addicts and ethnic minorities.

To ensure government ownership and commitment, an Inter-Ministerial Working Group composed of all relevant ministries[50] provided technical inputs to the design of the system and its operational arrangements. The services offered were financed by the Serbian Youth Employment Fund (YEF) established with the support of the Joint Programme**.**

The ISD has been a remarkable output of the Serbian Joint Programme. In terms of structural and potential long-term significance, MoERD considers this experience of key importance as it provided, for the first time, a connection to the Ministry of Labour and Social Policy (MoLSP) at the operational level. It shifted what was *ad hoc* cooperation to a systemic relationship.

At local level, the ISD model has also helped to join up and catalyze the work of the National Employment Service (NES) and Centres for Social Work (CSW). The new workflow practices have changed the way in which CSWs function and demonstrably improved their service approach and delivery to clients. In relation to institutional sustainability and long-term impact, the Joint Programme secured firm cooperation between the Centres for Social Work and the National Employment Services towards the introduction of a new national law on Social Protection. The Law, approved by the Government, is now awaiting adoption by the Serbian Parliament.

In **China**, where internal migrants numbered 240 million in 2010, including 88.8 million rural laborers and 153.3 million out-of-home rural workers[51], two pilot sites (Changsha, Hangzhou) elaborated social inclusion policies for migrants aimed at increasing their access to social services. Young migrants, social workers and civil society organizations were consulted as the first step in identifying gaps in existing policy frameworks. Awareness was also built within key departments on the need for more participatory governance mechanisms, health services and gender sensitive policies and programmes.

[49] This working group comprises representatives of the Ministry of Economy and Regional Development, the Ministry of Labour and Social Protection, the Ministry of Education, the Ministry of Youth and Sport, the National Employment Service and the Republic Institute for Social Protection.

[50] Members included: MoERD, MoLSP, the Ministry of Education, MYS, the NES and the ISP.

[51] Reference: Final Evaluation of the MDG Joint Programme. UN-China Protecting and Promoting the Rights of China's Vulnerable Young Migrants.

A research study undertaken by the National Development and Reform Commission (NDRC) in addition looked at *migration trends, institutional services, protection mechanisms and existing initiatives - based on case studies in Hangzhou, Changsha and Chongqing* provinces. The findings of the consultations and studies, as well as key indicators on the social inclusion of migrants, were presented as recommendations to the national plan on the basic public services system and the "*Annual work plan of the State Council inter-ministerial meeting on migrant workers*". The findings have additionally fed into *relevant national policy on the implementation of a residence certificate system.*

III.3.6 Improved governance of migration

At least 60% of the Joint Programmes introduced measures to minimise the negative impact of migration on young people and/or improve the positive impacts. These included awareness-raising campaigns[52] and/or pre-departure training programmes[53] (e.g. Albania, BiH, China, Honduras, Paraguay and the Philippines), as well as the formulation of policies and strengthening the legal basis for monitoring migration flows and reducing the risks associated with irregular migration.

Involving the international Diaspora in youth policies and community development

Migration generates a number of 'capitals' such as social networks and contacts that can be mobilized to support national and local economic development goals.[54] An innovative feature in countries such as Albania and Honduras was to explore the potential of the Diaspora in supporting youth targets by identifying investment opportunities of benefit to whole communities and through channelling migrant remittances towards community development projects.

Examples of good practice

In **Albania**, the Joint Programme facilitated an outreach campaign to generate awareness among the Albanian Diaspora on concrete investment opportunities back in Albania. Selected institutional stakeholders and private sector actors from Albania participated in five international conferences in Rome, New York, Brussels, London, Athens and Milan to this end. A positive result was that a group of politicians and Albanian businessmen from the Tuscany region in Italy visited Tirana, Shkodra and Lezha with the assistance of the Association of the Albanian Entrepreneurs in Italy (AssoAlbania). The Inter-Institutional Working Group, responsible for conceiving the new country Strategy on Migration 2013-

[52] Please see Section III.1.2 for further details.

[53] Please see Section III.4.1 for further details.

[54] From the Final Evaluation of the Joint Programme in Albania: *Youth migration: Reaping the benefits and mitigating the risks*

2018 has said that the feedback and recommendations from this initiative will be translated into actions and progress and will be monitored within the overall monitoring of the new Action Plan on Migration.

In **Honduras,** workers' remittances comprised 16.2% of GDP in 2010 (or US$2,807 million, which is higher than the external debt of the country). Over 69% of remittances are used for household consumption. The aim of the Solidarity Remittances Programme[55] (CDRSH, by its Spanish acronym) was to: encourage the productive use of remittances; encourage savings and investment; generate employment and business opportunities at local level; and improve the quality of life of the families of migrant workers. Partners included the Ministry of Foreign Affairs (mapping and registration of nationals living abroad); the Secretariat for Social Development (development of local projects and inter-institutional coordination) and local municipalities (execution of projects at local level).

The programme comprised two phases. In the first, migrants abroad were mapped and organized into registered committees. These committees then organized fundraising events to finance development projects in their municipalities of origin. During the second stage, training was organized for recipient municipalities in the design viable projects, implementation and monitoring of the results. In the pilot areas, the CDRSH was also accompanied by an outreach campaign entitled "Let's Make a Deal".

Six community development projects were approved by migrant organizations in the United States and committees of relatives in the six targeted municipalities. In June 2011, a cooperation agreement was signed between the Secretary for Foreign Relations, the Municipal Council of Comayagua and the Development Committee of the Solidarity Remittances Programme for the installation of electricity supply to the community of 'Mata de Plátano' for the first time. The community houses around 150 inhabitants and of the total cost of approximately $88,000, the Solidarity Remittances Programme provided 20%. The project is expected to benefit more than 43 families residing in the community, with hopefully an additional 10 families moving there and avoiding the need to migrate elsewhere.

Temporary and circular migration programmes

To reduce the risks of irregular migration practices, temporary and circular migration initiatives were implemented in countries such as Tunisia, BiH and Albania. Temporary migration initiatives foresee overseas work placements and internship opportunities for young people with relevant skills profiles and/or qualifications. Circular migration programmes, on the other hand, provide assistance for labour market re-insertion for young migrants upon return to their home countries. Both types of scheme were usually operationalized through National Employment Services, One-Stop-Shops and Resource Centres, through public/private partnerships, dialogue with national NGOs and Chambers of Commerce and overseas missions.

[55] The web-site of the Solidarity Remittances Programme is: www.remesassolidarias.com

Examples of good practice

In **Tunisia**, a pilot project was launched in 2012 with the aim of sending at least twenty beneficiaries to work overseas for up to one year. Upon their return, the intention was to offer beneficiaries a re-orientation package to enable their reintegration into their villages, with additional support to set up a small enterprise if so desired. The project was linked to bilateral agreements with the governments of France, Italy[56] and Portugal. Following the breakdown in agreements for seasonal migration in Portugal, it was decided to enhance the activity through a framework agreement with the private employment agency Adecco[57] (Tunisia branch) to facilitate the selection of candidates among young unemployed Tunisians, their recruitment, training and placements abroad.[58]

Young people were made aware of the existence of the scheme and the partnership with ADECCO through announcements in Tunisian national newspapers.[59] Programme brochures were also published in Arabic and French and distributed in communities where pilot projects were being implemented. Finally, the temporary migration initiative was discussed during the National Congress for Employment in Tunisia in late June 2012 during the sessions on working abroad.

In **BiH**, a temporary and circular migration scheme for both skilled and unskilled young people was created in collaboration with Youth Employment Resource Centres, schools and local NGOs. Following visits to potential destination countries in 2010 and 2011, the temporary migration scheme was introduced with regular monitoring visits to the participants and nine employers in Germany. Meanwhile, 21 young returnees received support and referral assistance on reintegrating into the BiH labour market through one-to-one and small group consultations. In the case of rural returnees, 1,119 young returnees in 17 YERP municipalities have received training on life skills and key employment competencies with a focus on building entrepreneurial skills. Of these, 70 were Roma youth (just over 6%).

III.3.7 Increased protection of the rights of young workers

Joint Programmes countries such as China and Paraguay have contributed to increasing the labour protection of those who are in most need of support and yet often the hardest to reach – the rural and urban poor, migrants, returnees, women and men in the informal economy and those who have been victim of discrimination or exploitation in one form or another. Young female migrants, especially those employed in the informal sector, are particularly vulnerable to non-respect for labour laws.

[56] Because there is no signed agreement with the government of Italy, as of yet, IOM has located Italian placement agencies that would assist in finding jobs for the youth in Italy and manage logistics, such as getting visas.

[57] Adecco has the advantage of a network of over 7,000 offices and branches in 60 countries and as part of communications and outreach around this initiative.

[58] The other partners in the framework agreement include the International Organization for Migration and the Tunisian Ministry of Vocational Training and Employment.

[59] Please see:Http://redir.fr/gowpb - http://redir.fr/gpwpb

Examples of good practice

In **Bosnia and Herzegovina**, domestic laws and regulations were reviewed in 2010 and local laws now recognize the role of Public Employment Services, or Youth Employment Regional Councils, in organizing temporary migration and circular migration schemes.

In **China**, workers' and employers' organizations were engaged in developing a **code of conduct** for companies hiring domestic workers as part of efforts to ensure compliance with the new Labour Contract Law. Drawing from the recommendations of two key reports,[60] a standardized contract for domestic workers and employers was elaborated with the assistance of the Joint Programme. An Ethics Toolkit for hiring domestic workers and Practical Handbook were subsequently developed and training courses were organized for employer's organizations in Hefei, Tianjin and Changsha countries to understand the new contract, along with the first training sessions for domestic workers.

In relation to partner commitment and ownership, the *All China Women's Federation* (ACWF) and Tsinghua University facilitated outreach and capacity building activities targeting young female migrants working in highly risky sectors, while the Joint Programme and Ministry of Human Resources and Social Security worked to enhance awareness among labour officials, employers and workers in the pilot districts on good practices in labour inspection.

Based on all these experiences, a national policy document "*Guidelines for the development of the domestic service industry*" were issued by the State Council in 2010. ACWF has affirmed that it would continue pushing for 'National Regulations on the Domestic Service Industry' by the State Council and raising awareness on protection of domestic workers after the completion of the Joint Programme.

Again in **China**, before the Joint Programme was launched, migrant children under the age of sixteen were not required to register with local government authorities. Consequently, local governments in receiving cities were unaware of how many migrant children were living there and unable to make funding allocations to ensure the provision of basic education and health services. To address this pressing need, the Joint Programme worked with National Working Committee on Children and Women (NWCCW) to pilot a registration system for the children of migrants, which has since been integrated into Child National Programme of Action 2011-2020. The data collected through the registration system has provided valuable information to local governments for resource allocation, as well as building awareness of staff on issues affecting migrant's children has been strengthened through this demonstration policy.

With the support of the Joint Programme in **Paraguay**, a **law on youth transition to work** was drafted. In addition, a Bill on Domestic Work was drafted to address the discrimination faced by women working in this sector along with the launch of a centre for women domestic workers within the Directorate for the promotion of women workers. The coverage

[60] The two reports were: i) the Report on Migration Trends and the Status of Rights of Domestic Workers and; ii) the Report on the legal problems and strategies of the domestic service industry.

of health security system was extended to benefit domestic workers.

The network of Care Centres for domestic workers in Paraguay is an example of good practice working with civil society organizations to protect the rights of low-paid workers and to ensure access to essential services. The Centres have been empowered through jobs skills training for 779 staff in knowledge of legal frameworks and relevant social protection issues and how to access employment rights and justice for domestic workers. The Care Centres have engaged in outreach by disseminating information on labour rights and the typical conditions of paid domestic work to the general public.

In the **Philippines**, the Joint Programme strengthened the capacities of the Philippines Overseas Employment Administration to partner with different governance bodies and law enforcement agencies in rolling out the 'Campaign against Illegal Recruitment, Trafficking and Irregular Migration.' Different agencies share a common goal of reducing illegal recruitment and human trafficking in municipalities and provinces with high incidences of out migration, but previously had worked separately. A significant achievement was the signing of a new memorandum of understanding between the provincial governments in the pilot provinces, the POEA, the Department of Labour and Employment, the Overseas Workers Welfare Administration and other implicated agencies.

In **Serbia**, the Joint Programme provided inputs to the development of laws and strategies that have had both direct and indirect effects on migration, including the 2010 *White Paper*: *Towards* Developing a Policy on Labour Migration in the Republic of Serbia. This White Paper made significant inroads in addressing gaps in the existing policy framework. Indeed, it has influenced the development of the National Employment Strategy (2011-2020) and its action plans; the Action Plan for Migration Management, the Action Plan for Scientific and Technological Development (2010-2015), the Action Plan on the Relations between the Homeland and Diaspora, the Law on Migration and the Law on Employment of Foreigners.

III.3.8 Strengthened legal frameworks for local enterprise creation

In countries such as Serbia, Albania and Paraguay, support was provided to strengthen legal frameworks for the creation of cooperatives and youth enterprises at local level. During and following the implementation of demonstration policies, active labour market measures and enterprise promotion activities, reports and recommendations were fed back to regional and central government when policy and legal gaps became apparent, with advice on how legislative frameworks could be strengthened to create an enabling environment for youth enterprise creation.

Examples of good practice

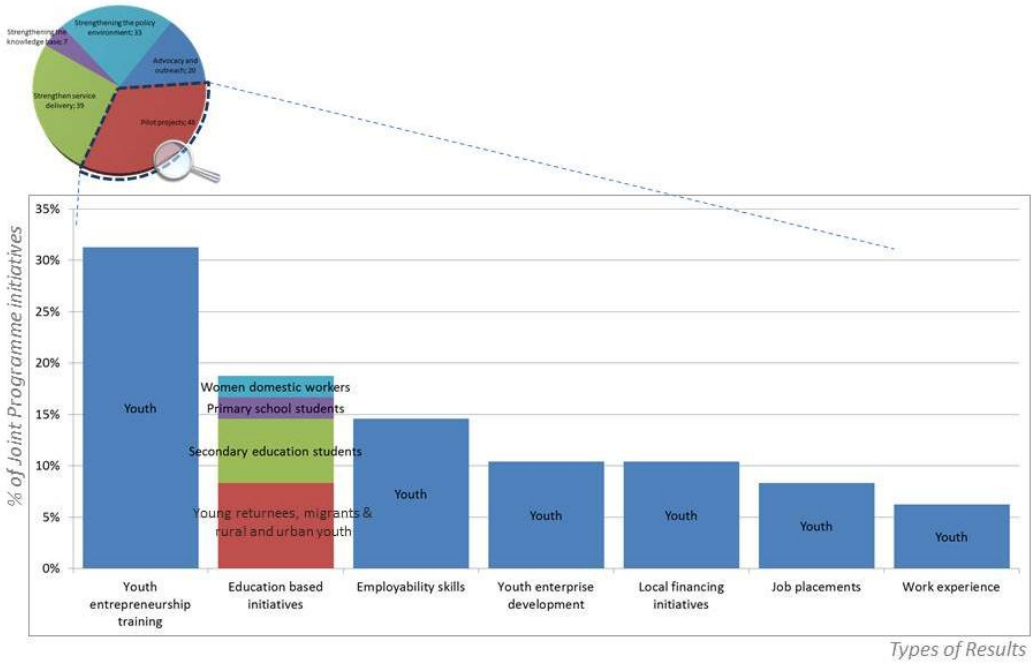
In **Serbia**, an assessment of the existing legal framework for establishing social enterprises was conducted in preparation for the active labour market measures of the Joint Programme and recommendations were made to the Ministry of Economic and Regional Development from the Regional Employment Board on the adjustments needed.

In **Albania**, based on the lessons learnt during the deployment of business development services within the Youth Territorial Employment Pact, the Government was supported in drafting a law on social cooperatives and a framework for the promotion of social enterprises. Last, but not least, in **Paraguay**, training was provided directly to young entrepreneurs in the legal approval process for setting up a cooperative or small enterprise within the context of the Integrated Production System[61], as well as in financial education and advice on different organizational structures for creating their business.

III.4 Tailored measures for young people (pilot projects)

All of the Joint Programme countries (100%) implemented pilot projects but the weight given to different types of pilot projects depended on the economic, social and demographic context of the pilot region and the needs identified during the design stage.

Graph 9: Zoom on Pilot projects



Graph 9 above offers a breakdown of the different focus/output areas within the pilot projects (together constituting 31.4% of the total Joint Programme outputs identified). Again, within each bar, the different types of principal beneficiaries of Joint Programme assistance have been reflected proportionately.

III.4.1 Increased capacities of education systems to improve youth employability

Four dimensions[62] have been identified as impacting on youth employability prospects:

[61] Please see Section III.4.5

[62] Chacaltana, J. 2009. Magnitud y heterogeneidad: Políticas de fomento del empleo juvenil y las micro y pequeñas empresas. Santiago de Chile. CEPAL.

- **Access/equity**: too many young people remain excluded from basic education vocational training opportunities, and even more from advanced training for work;
- **Financing**: the cost of participation in vocational education for the training providers and the beneficiary groups;
- **Relevance**: the match between skills acquired and those needed within the labour market;
- **Transparency on quality**: programmes should have a focus on quality with an impact on the medium-long term and should be evaluated more often by impact evaluations.

In the sphere of education-based training for young people, around 20% of the Joint Programme countries responded directly to the above challenges by working directly with schools and local communities. Indeed, education and skills development is becoming pivotal to the success of youth employment initiatives. School-based training focused on modular competency and life skills training (BiH and China), in the former case with real exposure to entrepreneurship skills training and advice from local private sector enterprises.

Increasing access/equity and relevance in formal primary and secondary education

Countries such as Bosnia and Herzegovina, China and the Philippines worked to improve access to, and the relevance of, formal education systems. Just over 20% of countries also promoted non-formal educational opportunities, while around 25% of countries focused on TVET (Technical Vocational Education and Training) models. The objective of all these initiatives was to support young people in vulnerable situations in their schooling, equipping them with key life and occupational skills towards improved labour market outcomes.

Examples of good practice

Children of migrant workers tend to have higher school dropout rates and a diminishing interest in finishing school, working, or building a career.
In **Bosnia and Herzegovina**, in order to establish a baseline for the skills levels of the students, a survey was undertaken in 2010 in 100 primary and secondary schools to map key competencies[63] among students and teachers alike.[64] The baseline research underlined high dropout rates at both primary and secondary education levels. To ensure rights-based access to schooling, **Operational Guidelines for Gender Sensitive Education** were thus conceived to facilitate the inclusion of girls from rural areas, disabled youth, Roma. Life skills and competency-based education modules were then created for a number of primary and secondary schools in 17 of the YERP pilot municipalities. A modular teacher training package, including materials for teacher trainers was then elaborated.

The participating students are recognizing the direct application of life skills to their employment and income generation prospects, more so as nearly 2000 primary and

[63] Ten key competencies for life-long learning were agreed within the UN Education Working Group.

[64] A Report on Life Skills and Key Competencies was then prepared and adopted by the Steering Committee of the Agency for Pre-primary, Primary and Secondary Education at its 26th assembly in 2011.

secondary schools from 118 primary and secondary schools took part in the creation of 142 small-scale business projects as part of the modular course. They have received career counseling, entrepreneurship and business-related coaching from local enterprises. One very innovative dimension in terms of continuity of their business projects is that selected students will be presenting the results to local community stakeholders at the end of 2012 with the aim of fundraising and securing support for similar activities in the future. To date, 510 school teachers and directors have also passed "Trainers of trainers" courses on integrating life skills and competencies into existing syllabi and teaching practices, thereby improving the relevance of school-based education and enhancing prospects for sustainability and replication.

In **China**, a **Baseline Skills Survey on Improving Skills Level and Employability of Potential Young Migrants through Education** was conducted in Hebei, Henan, Hunan, Tianjin, Hangzhou provinces in 2010. An assessment[65] of the education and skills level of young people in rural areas was also undertaken with an analysis of the training needs of rural youth and migrants. The school-based research noted that curricula in middle schools and secondary vocational schools were not well adapted to the rapidly changing requirements of local labour markets. The rural skills survey also identified skills gaps and the dominant economic sectors that could absorb young people/migrants as employees/potential entrepreneurs. Through the research, several recommendations on curriculum and skills policy were presented to local councils and non-formal skills upgrading courses were developed for rural youth from the 'Start and Improve Your Business' (SIYB) of the ILO, including business start-up training, pre-employment training and skills certification training for maintenance workers and electricians.

Given the high levels of drop-out at secondary level in **the Philippines**, the Joint Programme was enriched in Angusan del Sur by the provision of an **Education Subsidy** aiming at increasing the participation and retention rates of disadvantaged youth. School fees and a monthly allowance were paid based on school attendance. The subsidy targeted 72 students in the academic year 2010-11 and 87 students in the year 2011-12. More broadly, the Joint Programme provided support to the development of **Career Pathways-Technology and Livelihood Education (CP-TLE)** courses at secondary education level in the Philippines, along with the elaboration of gender-sensitive learning materials, life skills and safe migration training.

Entrepreneurship training was also extended to teachers, teacher trainers and supervisors in the four pilot provinces and 17 regions across the country. Some 2,716 students received tuition using the enriched first year level CP-TLE curriculum across the provinces and all of the 2,000 youth initially targeted underwent career profiling for technical vocational skills training, with 995 young people having received vocational training. A sign for sustainability is that a Memorandum of Understanding was signed between the Department of Education (DepEd) and the ILO-International Training Centre to use 'Know About Business' (KAB) modules as instructional materials at secondary level in the Philippines.

The Department of Labour and Employment and the Technical Education and Skills Development Authority – Autonomous Region in Muslim Mindanao (TESDA-ARMM) has

[65] Undertaken by ILO/UNIDO/MOHRSS in the pilot sites with Tianjin and Cangzhou Labour Bureau in 2010

committed to sustaining the entrepreneurship training programmes to disadvantaged youth beyond the four pilot provinces of the Joint Programme to other areas of the CARAGA region and to monitor the micro enterprises that were created within the training component of the Joint Programme.

Non-formal literacy and life skills for migrants

The rural-urban development gap in many countries encourages millions of young, rural dwellers to seek employment opportunities in towns and cities. Most young migrants in sending areas are usually ill-prepared to handle the challenges of adulthood, of work and of living in the city. Unaware of their rights and how to protect them, when they arrive at their destination, they are often forced to work under exploitative conditions. To address this challenge, countries such as

Joint Programme countries such as Albania, Nicaragua, Paraguay and Peru made information available to young migrants in both the sending and receiving areas through outreach campaigns and online portals.[66] However of note, in China, an integrated life skills training package was also elaborated.

Examples of good practice

In **China**, migrant workers under 30 years old accounted for 58% (85 million people) of all rural dwellers who moved to urban areas in 2010. In response to the urgency of preventing unsafe migration practices among this vast number, an **Integrated Life Skills Training Package** was developed within the framework of the Joint Programme and tested[67] in 35 pilot sites. The training package includes a self-instruction handbook addressing topics such as city life, job, health and relationships, as well as a trainers' guidebook including gender and participatory training methodologies.

During the project period, 5,844 potential and actual young migrant workers (in sending and receiving areas) participated in life skills training courses in middle and vocational schools, training institutions, community centres, workplaces and workers' evening schools. To facilitate the learning, the Joint Programme recruited around 1,000 trainers and peer-educators also received training. But as the package encourages diverse teaching approaches, including peer education, it also empowers young migrants themselves to become active disseminators of knowledge and information.

The participatory approach was warmly welcomed by MOHRSS and local government and the life skills package is expected to be replicated in areas with high numbers of ethnic minorities as part of strategies to encourage safe migration. Indeed, segments of the life skills package have already been integrated into the curriculum in Changzhou's 10 pilot

[66] Please see Section III.1.2 for further details.

[67] During the piloting and testing, 15,000 copies of the draft version of the courses were distributed to 20 counties and 607 rural adolescents attended flexible courses training. 86 trainers participated in training of trainers – through synergies with the formal system of teacher's in-service training and the trained trainers will receive accreditation, officially recognized by the local education authorities, contributing significantly to the sustainability of this activity.

primary schools, as well as secondary vocational schools in Guizhou Province.

A strong sign of government ownership is that the China Employment Training Technical Instruction Centre[68] has since introduced Life Skills training to 200 rural labour model counties and expressed the intention to develop two more modules focusing on mental health issues. The prospects for institutional sustainability are strong as the national partner, the China Association for Science and Technology (CAST), has stated that it will continue to carry out training of trainers and deliver flexible courses to rural youth, as well as using the training materials in CAST's own programmes.

Occupational and technical/ vocational training closely tuned to skills-in-demand

The need to promote relevant occupational, technical and vocational training (and re-training) in rural areas, and to increase access to vocational training for migrants, returnees and vulnerable groups, was identified in countries such as Nicaragua, South Sudan and Turkey.

Examples of good practice

In **Nicaragua**, a **Comprehensive Model for Occupational Training and Social Awareness** was elaborated within the One-Stop Service Centres. Occupational skills training was preceded by a Social Responsibility Programme in Desamparados with an accompanying 'Human Development and Social Management Programme Guide' for distribution to young people in both Upala and Desamparados. During the project period, 4,823 young people in the pilot areas were trained in social skills and from this number, 2,510 young people went on to enrol in 147 occupational skills courses, with 2,206 graduating (1082 men and 1124 women), representing a retention rate of 88%.

Young graduates of the occupational courses in cooking, bar tendering, confectionery and paper crafts also participated in two important events. During the first event, organized in cooperation with the Nicaraguan Institute of Youth Solidarity, young people shared knowledge about what they had accomplished with facility staff and communities near the school. The second event was held at the Central American University, as part of the FairFood and Nutritional Safety campaign 2011 "Food Prices - From Crisis to Stability". In both activities, the young graduates tended stands offering meals, drinks, pastries, handmade jewelry, selling their wares and advertising the programme results in the process.

The success of the initiative was in large part related to the development of teaching-learning methodologies tailored to the characteristics of target group. There was also a high degree of national and government ownership as the Nicaraguan Youth Institute (INJUVE, by its Spanish acronym) and the National Technological Institute (INATEC, by its Spanish acronym) led the design and implementation processes of the training courses.

In **South Sudan**, occupational skills training was facilitated by the Joint Programme in rural and hard-to-reach areas for adolescents, with special focus on girls, returnees and ex-child soldiers. As preparation for this component, a **Youth Employment and Livelihood Baseline**

[68] Within the Ministry of Human Resources and Social Security (MOHRSS).

Assessment on skills and market opportunities helped to determine the type of quick, no educational barriers skills and business support needed for young people in rural areas. The assessment examined both the supply side (youth aspirations and skills) and the demand side (market opportunities for self and group employment). It also provided the local pilot projects with a credible baseline to be able to measure progress. These studies contributed to strengthening livelihood and technical skills training for young people through modular literacy materials. The teaching and learning materials were contextualized into the three main labour markets/livelihood areas: urban markets, rural markets, agro-pastoralist livelihood.

Some 150 young returnees received training in various skills areas and, in the long term, there is both improved access to training in the community and improved capacities for sustainable productive employment in the areas of return. In the Blue Nile area, for example, rural youth (particularly returnees and young demobilized soldiers) have acquired life skills and capacities for agricultural production, livestock production, livestock husbandry, food marketing, agriculture and sustainable rural income generating activities.

In **Turkey**, the Public Employment Service (ISKUR) helped to organize vocational training in the District of Antalya in cooperation with local private enterprises and employers' associations. To increase retention rates and ensure that training was offered in occupations for which there was a demand, the Joint Programme facilitated a series of research studies (labour market survey and scan of priority economic sectors). As result, in 2011 for example, a vocational course on flower farming was organized in collaboration with Antalya Provincial Agriculture Directorate. In addition, a training workshop on plant protection and use of pesticides was organized for 40 women farmers in the District of Antalya and 10 extension workers in cooperation with the Farmer Education & Extension Services Department and Women Farmers Department in Ankara.

ISKUR provided institutional support to the development of the vocational training programmes with the Vocational Training Centre of Tarımsal Uygulamalı (TUMEM) delivering the training to unskilled migrant labour and seasonal migrants. The placement of young unemployed after their participation in occupational training was found to be higher than standard training courses.

III.4.2 Increased opportunities for work experience and job placements

For many young people trying to establish a career, internships, work experience and job placements play a vital role in increasing their chances for labour market insertion. A common feature of many of the ALLMs was the signing of agreements between National Employment Services and private sector companies, or their intermediary organizations, to ensure critical workforce experience and job placements, as well as counseling and support across a range of targeted measures.

Examples of good practice

Internships

In **Honduras**, as a result of agreements signed with local companies, 300 young people were able to undertake a one month internship within the framework of the Joint Programme and a total of 150 young people were hired by the companies after the completion of these internships. The introduction of the Multiservicios offices as a broker between the National Employment Services and private businesses empowered the Multiservicios to take responsibility for matching youths with the skills demanded by local private sector companies. The added involvement of the private sector intermediary organization, Avanzo (ABCCI), which represents private business interests, was an another important factor in identifying existing vacancies, as well as in the overall implementation and monitoring of the job placement component.

Work experience

In **Bosnia and Herzegovina**, a **'Youth Work Experience Policy'** was tested in 2009 articulating work experience schemes (internships, apprenticeships, volunteering, etc.) and their funding and organizational arrangements within the Public Employment Service, the Centres for Information, Counseling and Training, the private sector and civil society. During the preparatory and roll-out phase, round table discussions in six regions brought together some 125 representatives of private sector, governmental institutions and unemployed youth. Two Youth Work Experience Task Forces were established which still meet a quarterly basis. An innovative practice within this country programme was the promotion of volunteering placements within selected local enterprises, which has increased young people's, and local government officials, understanding of the value of volunteerism and civic engagement as a form of work experience.

In **China**, a work experience model **'Young Volunteers Caring for Migrant Children Action'** was introduced in 2010 with the recruitment of volunteers led by the Chinese Young Volunteers Association (CYVA). The model is currently being implemented in 2786 counties nationwide involving some 32,000 schools and 7.3 million children of migrant workers. The Joint Programme invited the Tianjin Youth Volunteers Association (TYVA) to present their experiences during the National Voluntary Service Conference. This work experience model has since been scaled up to the whole country. A total of 54,000 grassroots organizations, or volunteer organizations, and 4.36 million volunteers are involved in this long term national education programme.

Job placements

In **Albania**, a scheme was developed to **facilitate the return young migrants with higher education levels** – through internships and job placements. In the former instance, an internship scheme was elaborated through a close partnership with the private sector and a local association, the Albanian Students Abroad Network (ASAN), which developed a wide database of overseas Albanian students. In the latter case, students were offered a trained and subsidized employment period. A website was also created with vacancy announcements open to overseas students. To date, around 738 students have registered on

the website, of which 230 people applied and 100 were selected for the internship programme. In relation to the institutional sustainability of this initiative, the website was transferred to the National Employment Service following the completion of the Joint Programme.

In the **Philippines**, the Joint Programme supported the creation of a **Special Programme for the Employment of Students.** The high level of youth unemployment in the country contributes to high rates of internal and overseas migration, with 44% of young Filipinos living away from home. Young people aged 15 to 24 years old account for 10.7% of the total number of Filipino migrants. This Joint Programme initiative was aimed at helping impoverished students to continue their education by granting incentives to employers to open up a job placement. Employers pay only 60% of the salary, while the remaining 40% is provided by the Department of Labour and Employment. The programme targeted young people 15-24 years old, allowing them to remain (or return) to school thus acquiring higher skills and enhancing their future employment opportunities.

III.4.3 Increased access to youth entrepreneurship training and financing for business ideas

Vulnerable young people in disadvantaged communities are often left with little choice but to create their own form of income generation activity. In response to this reality, the majority of Joint Programmes across the 15 countries facilitated different types of entrepreneurship training. The design of entrepreneurship training initiatives was usually based on the outcomes of surveys of productive sectors, value chain approaches. Countries such as South Sudan, Tunisia and Turkey adopted a value chain approach, identifying business creation opportunities within the segments of locally dominant and productive economic sectors. The training also extended to support services for business start-up, in parallel with efforts to increase access to financing and generate an enabling environment for micro and small enterprise development.

Identifying entrepreneurship potential for young people

Examples of good practice

In the **Philippines**, skills assessments were undertaken in the four pilot provinces (Masbate, Antique, Maguindanao and Angusan del Sur) to identify the entrepreneurship potential of disadvantaged youth with the results of these studies feeding into the adaptation of the ILO Start and Improve Your Business (SIYB) training materials. In the Caraga region, entrepreneurship training courses were offered through the Migrant Resource Centres.

Together with the DOLE and TESDA-ARMM, and in partnership with the private sector and relevant government agencies, the Joint Programme has so far trained 290 out of 400 targeted youth on entrepreneurship. The JP has also provided 159 out of 240 targeted youths with starter kits[69] to establish individual or group-based micro-enterprises based on successful business plans. A total of 76 out of 96 target youth subsequently set up their micro-enterprises. Meanwhile, 88 representatives of local partner organizations, i.e. DOLE

[69] Each starter kit includes basic tools and materials to start a microenterprise.

and TESDA-ARMM in the four pilot provinces, are now able to train young people on SIYB, as well as carrying out assessments of entrepreneurship potential in target communities.

In **Tunisia**, following on the findings and recommendations of the study on "*Analysis of the development potential of the weaving industry in the Governorate of Gafsa and its contribution the socio-economic dynamics of the region*", two training sessions were organized in Gafsa and Kef reaching thirty youth entrepreneurs. Along with the development of their business plans, the support facilitated through the Joint Programme included advice and guidance on the weaving industry as a value chain, including distribution networks and available financial services. To date, small enterprises have been created employing more than thirty craftswomen.

Increasing access to financial instruments for young entrepreneurs

Young entrepreneurs frequently experience difficulties in accessing financing to get their ideas off the ground, with certain population groups facing additional barriers due to discriminatory practices. In rural areas, there are further structural challenges with banks less willing to open local branches or give out loans due to high transaction costs. For these reasons, the Joint Programmes in countries such as Ecuador, Honduras, Nicaragua and Peru linked the entrepreneurship training components to local financing mechanisms, experimenting with a variety of instruments such revolving funds, credit loans and the channeling of remittances.

Examples of good practice

In **Ecuador,** over US$ 2 million were provided to finance the business ideas of 800 young people through concerted action of the Agency for Local Economic Development, the "Programa de Finanzas Populares" and local banking institutions. Financial institutions also mobilized at local level to provide support for young entrepreneurs. During the design phase of the Joint Programme in Ecuador, 18 financial institutions were involved in developing the entrepreneurship training component. As a result of their advice and inputs, micro-finance products were developed and implemented in cooperation with six local organizations in the pilot areas – which themselves received training to manage and oversee micro-loans to young clients.

Within the framework of the National Programme of People´s Finances, Entrepreneurship and Solidary Economy (PNFPEES), the financing component has resulted in: the creation of 42 Popular Financial Structures in the provinces of Ma-nabí, Guayas, Santa Elena, and Los Ríos; 340 staff members and directors of these financial entities have acquired better knowledge on administrative and financial issues, increasing and improving their performance capacities.[70] The experience and the lessons learned influenced during the Joint Programme influenced the elaboration of a new legal framework on economic solidarity and the formulation of a policy for financing young entrepreneurs.

[70] MDGs in the LAC. Bulletin for and by the MDG Community of Practice in the Latin American and Caribbean region. Nr. 5 - February 2011. Human Development and Poverty Reduction Cluster, Regional Bureau and Regional Centre for Latin America and the Caribbean United Nations Development Programme.

In **Honduras**, the Joint Programme supported the creation of a **revolving fund** to provide seed money to young entrepreneurs with women, young returnees, youth with disabilities receiving preferential access. The fund was created with the institutional support of the Mayors of the pilot municipalities, credit cooperatives, saving banks and local civil society organizations. The Seed Capital Fund is implemented through the Multiservicios offices. Young entrepreneurs in Honduras also benefitted from the initiation of a credit loan facility managed through four Cooperatives and approximately 50 rural banks.

To date, 1,500 young people in urban and rural areas have presented their business plan and accessed funds though these facilities and launched their activities. Both instruments have been revised and adjusted based on the recommendations of cooperatives and rural banks. The funds are considered sustainable as they are included in the work plans of the partners that provide the necessary resources. Management training was further offered within the framework of the Joint Programme to institutional and implementation partners to ensure that they had the capacities to manage the revolving funds once the Joint Programme came to an end.

As part of efforts to improve access to finance for young entrepreneurs (aged 18-24) in **Nicaragua**, the Joint Programme also supported the creation of a **revolving fund** (totalling some US$986,825), as well as providing resources for seed grants (US$ 242,000). These funds are managed through the Bank "Produzcamos" appointed by the Government. However the approval of business plans and disbursement of funds is overseen by local committees composed of local banks, businesses, employers, Councilors, community representatives and youth groups. Such committees were created in the communities of Somotillo, Chinandega, Managua, Masaya, Sébaco, Matagalpa, Tuma-La Dalia, Jinotega and La Concordia.

The funds make credit and seed grants available to cooperatives with a minimum of 10 employees and micro-enterprises (2 to 5 employees). Youth cooperatives can receive loans of up to US$10,000, while the ceiling for micro-enterprises is US$5,000. The interest rate applied to loans is 8% per year (very low compared to commercial rates) with repayment spread over 30 months. To date, 10 cooperatives have been financed and 130 microenterprises. In relation to institutional sustainability, the responsibility for the management of the credit facility has been taken over by INJUVE (Instituto Nicaragüense de la Juventud) with the support of the Ministry of Household Economy.

III.4.4 Improved support to sustainable business models for youth enterprise development

In rural and geographically remote areas, associative and cooperative structures are becoming an increasingly popular model for business ownership based on the values of solidarity, social responsibility and environmental awareness. The United Nations General Assembly indeed declared 2012 as the International Year of Cooperatives, further highlighting the contribution of cooperatives to socio-economic development and their impact on poverty reduction, employment generation and social integration.

Examples of good practice

In South Sudan, the Joint Programme worked with the Ministry of Agriculture, Forestry, Cooperatives and Rural Development and the Government of South Sudan towards the development of the first South Sudan Cooperatives Strategy. The strategy aims to promote rural development and inclusive growth and was launched in May 2012 in Juba. With a comprehensive national strategic framework in place, it is expected that cooperatives in South Sudan will generate greater revenue within the agriculture and grow into sustainable, autonomous enterprises providing strong livelihoods. The first training workshop brought together representatives from the ten States to encourage the development of cooperatives and other member-controlled economic associations within their communities.

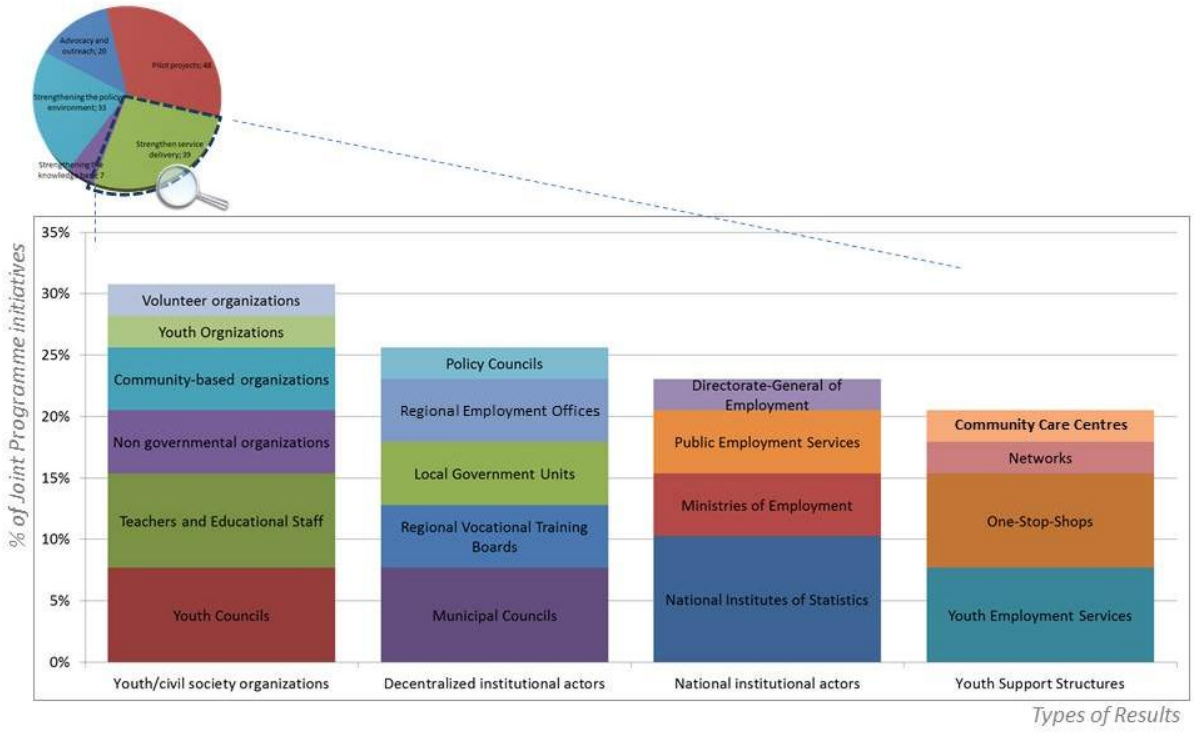
III.5 Strengthened capacities to manage and deliver youth support services

This intervention area constituted 25.5 % of the total Joint Programme outputs identified within the review. Graph 10 offers a proportional breakdown of the different types of outputs, as well the beneficiary groups, stakeholders and governmental actors reached within each type of output. One can see that just under one third (30.7%) of the outputs in this intervention area were targeted at strengthening the capacities of youth and civil society organizations. As a result, young leaders began to assume a more important role as advocates, volunteers and peer educators in their communities. But a combined 45%[71] of outputs also focused on strengthening the capacities for service delivery among institutional actors.

In Honduras, Nicaragua, Paraguay, Peru, the Philippines, Serbia, South Sudan and Turkey among other countries, Regional Employment Services, Local Councils and Employment Boards were reinforced to deliver labour mediation, active labour market and social protection measures. The capacities of youth support structures (Youth Employment Service Centres, One-Stop-Shops, Migrant Resource Centres and Community Care Centres) were also reinforced and are now able to offer a single, integrated window for information, training opportunities and services to young people between the ages of 15 and 24.

Graph 10: Zoom on Strengthening Service Delivery

[71] 25.6% of outputs targeting decentralized institutional actors and 20.5% targeting One-Stop-Shops and other support structures



III.5.1 Strengthened capacities of institutional actors at national level

Support to capacity building through the YEM Window has played a significant role in enhancing national and local capacities to formulate, implement and monitor youth-focused action plans.

The initiatives to support institutional capacity building have been cross-cutting across intervention areas, whether in relation to outreach campaigns or strengthening the knowledge base, or formulating policies and action plans.

Example of good practice

Strengthening the knowledge base

In Albania and Serbia, the strengthening of Labour Force and Occupational Surveys was accompanied by capacity development within National and Regional Statistics Offices and National Investment Boards.

Enhanced capacities to manage financing

In **Albania**, the creation of the Regional Employment Fund was accompanied by capacity development of the Regional Council and creation of a Regional Employment Board to manage the REF in the future. In **Serbia**, the Regional Councils were empowered as key partners through definition of responsibilities and technical training to manage the REF and TEP and carry out their functions.

Strengthening the capacities to formulate national youth policies and action plans

As part of the process of formulating the YEAP in **Turkey**, the National Technical Team underwent technical training to set priority areas of action, develop objectives, select feasible policy options and design the means to achieve youth targets. Training was also provided on how to articulate outcomes and indicators.

In **Paraguay**, a Youth Work Unit was established within the Vice-Ministry of Youth to act as a liaison for inter-ministerial action on youth issues and accompanying legislative processes. The Joint Programme also provided support to the creation of the National Employment Service. The Directorate General of Employment (DGE, by its Spanish acronym) and the Youth Employment Directorate (established within the Ministry of Labour and Social Security) are now working together to enhance working methods, share knowledge and transfer of skills between complementary departments.

Strengthening coordination capacities

In **Peru**, in a context where dialogue with the business sector and labour organizations has traditionally been very weak, a Bureau of Youth Social Dialogue for Decent Work was created under the National Labour Council (CNTPE, by its Spanish acronym) comprising representatives of the youth unions, seven business entities and two institutional entities. Most notably, this Bureau was selected as "best practice" for the ILO, and as such was presented at the International Labour Conference in Geneva.

III.5.2 Strengthened capacities of public employment services and decentralized Government Offices

Joint Programmes have contributed to strengthening the capacities of public employment services, local government units and decentralized governance bodies at regional and local levels in the conception and management of employment policies and promotion programmes, bidding for funds and managing programme budgets.

Examples of good practice

In **Ecuador**, the promotion of youth entrepreneurship initiatives led to capacity building for the staff of Territory Development Agencies (ADET, by its Spanish acronym), including the Provincial Economic Development Agency of Loja, the Economic Development Corporation of Orense province and the strengthening of the Agency for Regional Development in Cuencana. Skills and competencies were transferred to institutional staff through training methodologies, operational tools and exposing linkages between enterprise promotion initiatives and territorial economic development plans of the Autonomous Governments Decentralized (GAD, by its Spanish acronym). The Joint Programme also strengthened infrastructure (IT network and electronic equipment, etc.) of the ADET.

As a result of these capacity building efforts, a model of entrepreneurship training has been institutionalized within the ADETs and in the Provincial Governments, at the same time increasing budget resources not just for human resource development, but for activities around youth entrepreneurship. The capacities of staff in the decentralized branches of the National Secretariat for Migrants (SENAMI, by its Spanish acronym) in both Loja and Azuay pilot areas were also strengthened in immigration policy, with training methodologies institutionalized in the National Secretariat for Migration (SENAMI).

In **Nicaragua**, the Joint Programme strengthened the management and operating capacities of the Public Employment Services (SEPEM-MITRAB, by its Spanish acronym) at both Headquarters level and in the 16 MITRAB decentralized offices. Training helped to strengthen staff capacities in career guidance, carrying out sector surveys and developing business skills programmes. Staff within Public Employment Services and the One-Stop-Shops also took part in awareness training on the multilayered challenges that young migrants from different cultures face in relation to economic and social integration in their communities. An intercultural training manual for local staff in Public Employment Services further helped to raise awareness on the situations, discrimination and difficulties faced by ethnic minorities in the pilot communities.

In the **Philippines**, the commitment to link ALLMs with local economic development was materialized through capacity development of the Local Government Units in the four pilot provinces[72]. An assessment of the existing capacities and training needs of local government units in the MAMA (Masbate, Antique, Maguindanao and Angusan Del Sur) pilot provinces was undertaken. Eighty eight (88) local government units and national government agency representatives (39 female, 49 male) participated in training on 'Leaders in Local Economic Development', leading to enhanced skills in policy development and analysis, project management, public financial management, resource mobilization and the development of entrepreneurship training programmes for young people.

In **Serbia**, as part of the roll-out of the model for Integrated Service Delivery, case management training was provided to all 35 of the Centres for Social Work (CSW)[73], NES branch offices and youth offices in the YEM pilot districts (reaching 377 case managers and 75 supervisors). Moreover, 10 CSWs were trained and selected to produce Annual Operational Plans which will enable the CSWs to better plan their services. The training package was submitted for accreditation and the manual on annual operational planning was developed and printed in 2010 and will ensure the introduction of higher standards within the entire system of CSWs.

In **Turkey**, institutional needs assessments were facilitated at regional level for both Antalya ISKUR Office and within the Provincial Employment Vocational Training Board (PEVTB). To enhance the capacities of these institutions to provide training on employability skills for unemployed youth and the most vulnerable job seekers, 30 job counselors from PVETB and İŞKUR were selected to attend a series of training of trainer's workshops. Two workshops contributed to strengthening institutional skills in areas such as: counseling processes and

[72] Pilot project sites were identified in the Provinces of Agusan del Sur, Antique, Masbate and Maguindanao

[73] As envisaged by the *Rulebook On The Organization, Normative Provisions And Standards Of Work In The CSWs*, introduced by the MoLSP in 2008

principles; job and career counseling techniques; education needs analysis and planning vocational improvement; project planning, management and reporting techniques; interviewing and communication skills; CV preparation and; active listening and interrogation techniques.

The second workshop focused on job matching and placement techniques and job search counseling strategies. Gender issues were given prominence as part of strategies to promote equal opportunities for women in the various training offers. In the case of PEVTB, recommendations were made following the training to IKSUR on the adjustments needed to its organizational structure, functions and strategic planning and management arrangements. The assessment also highlighted reforms needed to the legal framework for vocational training and employment.

In **Serbia**, support was provided to 28 local policy councils in targeting and profiling approaches, the conception of employment promotion programmes and bidding for funds and managing budgets at local level.

III.5.3 Strengthened capacities of youth support structures

Decentralized and community-based support structures offer young men and women who may lack previous experience in education, employment and income-generation, an opportunity to receive job search assistance, guidance and counseling and skills training and to meet other young people in similar situations. They also provide potential young migrants with the information they need for safe migration, as well as referral to social and health services. To this end, the Joint Programmes have supported the reinforcement or creation of local Youth Employment Services, One-Stop-Shops and Resource Centres in countries such as BiH, Costa Rica, Nicaragua and Peru, among others.

Examples of good practice

The Joint Programme in **Bosnia and Herzegovina** supported the creation of sixteen **Centres for Information, Counseling and Training (CISO) Centres** established on the premises of the Public Employment Services. With the institutional support of the Public Employment Service, these structures offer a number of services to youth in the 15-30 age group, including:

i) information on the labour market and regular migration;
ii) training on core employability and life skills, how to write a curriculum vitae, preparation for job interviews and individual employment planning;
iii) training in information technologies (IT);
iv) English and foreign language acquisition.

The CISO target mainly unemployed youth, returnees, young people searching for information on migration opportunities as well as students. Services are provided face-to-face and through Face book, while the Centres also offer group and individual employment counselling services, as well as individual employment planning.

To ensure that the CISO are able to provide the services required by young people, the staff of the PES and CISOs received training in the conception and delivery of integrated packages of services. One of the components of the capacity building, which lays the groundwork for future replication and sustainability, is that three Modules of Training of Trainers were developed for all CISO employees to institutionalize capacities for carrying out similar training in the future.

Since the first CISO was opened, nearly 34,500 youth have been registered in the Centres. Nearly 8,000 young unemployed women and women have received individual job counseling and job-search assistance, or training to improve their employability skills. The reporting tools further show that: 305 young people have received face-to-face consultations on business planning and start-up; more than 60 youth trainees have found employment; 3,539 individual employment plans have been developed, out of which 2245 (63%) were for unemployed women.

The establishment of the CISO was a huge structural achievement in BiH as no such services previously existed in the country. The costs of setting up and running one CISO Centre is approximately US$66,000 per year, with an average number of 2,150 registered youth. The overall employment rate of beneficiaries who have received assistance is 18%. In relation to institutional sustainability, six of the CISO have now been included in the organizational chart of the Public employment Services and all costs related to their operations are covered by public funds. The remaining 10 Centres are expected to be taken over by the local employment offices in 2013.

The Joint Programme supported the creation of two ***'Punto E'*** One-Stop-Shops in **Costa Rica**; one in a rural area (Desamparados) and the other in a marginal urban area (Upala) to equip vulnerable youth with the personal, employment and social competencies for the labour market. The One-Stop-Shops are grounded on inter-institutional coordination and a network of public institutions and private enterprises and operate around three pillars:

i) young people (organization, participation, ownership);
ii) institutions (sensitization, maximization of resources, concerted planning targeting youth);
iii) local government (design of social and education strategies, embedding of social inclusion in strategic planning and integration of the service in municipal structures).

The preparatory phase for the single window model included a mapping of existing local youth services in both districts in order to build on, and avoid duplication of existing experiences, as well as the preparation of a Manual on Intercultural issues to raise awareness among public sector staff on issues impacting on migrant populations.

In relation to ongoing institutional coordination and harmonization, the management of the One-Stop-Shops is closely coordinated with the National Institute for Learning to identify young people who are most in need of training. There is also close coordination with employees from the Ministry of Public Education to identify potential synergies with the formal education sector, as well as discussing requirements for public outreach to enhance awareness around the existence of training programmes.

Support services have been reinforced in the **Philippines** through the reinforcement of **Migrant Resource Centres** expected to reach 10,000 out-of-school, or unemployed, young men and women (aged 15-24). The Migrant Resource Centres targeted disadvantaged youth, young migrants and youth left behind by migrant parents, providing information and services on employment, reintegration, safe migration, referral to education and training services, entrepreneurial and psycho-social counseling. The creation or reinforcement of the Centres was preceded by scanning and mapping exercises to identify the municipalities with the highest concentration of overseas migrants and existing local employment services.

Laying the foundations for institutional sustainability, a Memorandum of Understanding (MOU) was signed between key government agencies to support the Centres in their abilities to offer entrepreneurship and small enterprise training, case management on illegal recruitment and trafficking, financial literacy for families left behind by overseas workers, pre-employment orientation seminars and other services. Within the Resource Centres themselves, the capacities of staff have been strengthened in areas such as psycho-social counseling, para-legal and reintegration services and career guidance counseling. The centres are now able to provide orientation sessions for potential partner institutions and community-based organizations, recruitment agencies, enterprises and cooperatives. Last, but not least, the Joint Programme strengthened the capacities of the Centres to target and monitor trainees and to incorporate youth programmes and projects into local economic development plans.

In China, the Joint Programme facilitated the creation of **sixteen Comprehensive Community Service Centres**[74] were established in selected pilot areas to serve as a hub for providing comprehensive services to migrants. When possible, the Centres function through existing structures such as Community Learning Centres and operate by catalyzing the resources and efforts of various sectors. Capacities of staff were reinforced to improve the design and targeting of services, as well as the provision of gender-sensitive approaches to learning, information, counseling and referral services.

In relation to municipal ownership and financial sustainability, the Hunan Education Department allocated 300,000 yuan to support the piloting of an additional five Community Centres in Hunan. The Tianjin Municipal Government also decided to establish another 10 one-stop-shop service centres in Binhai District following the 'Haiyan' model.

III.5.4 Strengthened capacities of youth and civil society organizations

In around 20% of Joint Programme countries, specific training was carried out to reinforce the capacities of youth leaders and institutions as advocates, protagonists and development agents. Youth leaders and youth organizations received training to strengthen their advocacy skills and to act as key spokespeople, volunteers, peer educators and implementation partners.

[74] The choice of the sites for the service centres was based on previous research in Cangzhou, Hebei province; Xinyang, Henan province; Chenzhou; Yueyang, Hunan province as sending areas; Tianjin, and the capital cities Hangzhou, Zhejiang province; Changsha, Hunan province and Hefei, Anhui province as receiving areas.

Examples of good practice

In **Costa Rica**[75], the Joint Programme opened up the opportunity for capacity development of youth representative organizations. A workshop was organized during which staff of the Council of Young people (CPJ, by its Spanish acronym) received training on the formulation of Youth Employment Plans in preparation for the drafting of the Action Plan for the Public Policy on Young People. The CPJ was consulted on the implementation arrangements for the Action Plan, including how to increase a youth focus within the mandates of various government institutions. The final proposal for the Public Policy on Young People was drafted with the Council on Young People. In addition, participative youth assessments were undertaken in the two pilot areas (Upala and Desamparados) to identify potential beneficiaries.

In **Ecuador**, 62 youth organizations in the three pilot provinces benefitted from capacity building on a wide range of areas including: methodologies for carrying out outreach campaigns targeting young people, training for youth spokespeople and leaders, awareness of labour rights, the risks of irregular migration and human trafficking and entrepreneurship training methodologies. Youth organizations particularly received training on a methodology that transfers information on migration issues and rights to youth groups with whom they work, initiating a new process design around life skills and social participation.

In **Honduras**, efforts focused on developing the capacity of Youth Offices to contribute to employment and social service delivery at the local level. An agreement was also signed with the Universidad Catolica to strengthen the capacities of the Regional Development Council.

In **Serbia**, the Joint Programme provided mentoring services to six Youth Offices (with the help of 186 volunteers) to prioritize their services and activities for population groups at risk of labour market exclusion (young Roma, refugees, young people with disabilities, young members of households on social assistance). The capacity building also strengthened the Youth Office's capacities to work with local schools on education and training activities and with the National Employment Services and Centres for Social Work on referral services. In addition, seventeen Youth Offices were assisted through the Joint Programme to develop and deliver services targeting disadvantaged youth through InfoPoints.

III.5.5 Creation of public/private partnerships in support of active labour market measures

The design and launch of public/private partnerships was central to the success of active labour market measures in several countries and is one of main achievements in countries such as Albania, Nicaragua and Tunisia.

Examples of good practice

In **Albania**, the PPP involved the National Employment Service (NES) and its local branches as front-line service providers, and a private sector intermediary organization that mediated

[75] Joint Programme: *A one-stop shop for youth employment*

between the local employment offices and the private enterprises. The measures targeted over 300 long-term unemployed youth relying on social assistance, with the aim of reintegrating them among the active labour force, establishing/restoring work capacity and motivation, and ultimately achieving sustainable employment in private enterprises.

In **Nicaragua**, based on an assessment of skills needed by local enterprises in the eleven pilot municipalities, the Joint Programme was able to negotiate public/private partnerships with a number of local companies and young graduates of vocational training courses were matched with skills in demand in those enterprises. For those candidates who completed vocational training, but were not accepted on to job placements or entrepreneurship training, career guidance and job search services were proposed in 9 municipalities reaching 111 young people, of whom 58% were women.

In **Tunisia**, the Souk-Attanmia[76] (Development Market) is an innovative public/private partnership between financial development institutions and various Tunisian public, private and not-for- profit stakeholders (19 partners) with the objective of providing an effective and immediate response to the youth employment challenge. The partnership is geared towards offering young Tunisians non-refundable grants to support innovative projects. It is open to non-governmental organizations, cooperatives and individual young entrepreneurs.

Through a coordinated call for proposals, the partners identified projects based on a set of selection criteria, including: (i) the capacity to generate jobs; (ii) their impact in reducing regional and social disparities; (iii) their innovative character; and (iv) project sustainability. Thereafter, funds were mobilized and small grants allocated (from US$5,000 to US$15,000).

The partnership also comprises a programme that monitors and mentors young beneficiaries throughout the project start-up period, including skills transfer from the partners to the initiative. Tunisian banks are involved in all phases of the Partnership. Lending practices encourage the personal contribution of developers, with a view to produce a leverage effect.

IV. Conclusions

IV.1 Lessons learned

This section takes a look at some of the cumulative lessons learned over the three years of Joint Programme implementation in 15 countries. In the first instance, the section looks at enabling factors for the formulation and implementation of youth, employment and migration policies and programmes, which also contributed to their success and sustainability. As a body of work, the Joint Programmes have offered several significant lessons for the design of demonstration policies and pilot projects targeting vulnerable young people. The second part of the section therelooks at enabling factors with respect to the roll-out of tailored measures for young people. The third part provides an overview of the lessons learned from joint programming as a technical cooperation strategy at country level.

[76] The website can be found at: http://www.soukattanmia.org/index.php/fr/

IV.1.1 Enabling factors for the formulation and implementation of youth, employment and migration policies and programmes

The need for a strong knowledge-base to feed into evidence-based policies and to generate 'buy-in' to the youth agenda: An in-depth knowledge base improved the quality of decision-making and contributed to evidence-based policy formulation. But it also helped to improve understanding among policymakers and institutional actors on the difficulties facing young people in relation to workforce insertion and social inclusion in their communities. As a result, there was greater institutional buy-in to the youth agenda.

The importance of giving a voice to young people to increase policy responsiveness: In YEM countries such as the Philippines, South Sudan and Turkey, the willingness to consult with young people was critical to ensuring that the needs of beneficiaries are identified from their own perspective. This also contributed to policy responsiveness and relevance.

The importance of inter-sectoral dialogue: The policy formulation process was also facilitated by, and served to strengthen, inter-sectoral dialogue among institutional partners with responsibility for youth issues. The involvement of different institutional partners fostered ownership and motivation, as well as strengthening policy coordination mechanisms and coherence.

The importance of institutionalized funding arrangements for realizing youth policies and targeted measures: A significant enabling factor in countries such as Albania and Serbia was the creation of Youth Employment Funds or Regional Employment Funds. These funds guaranteed financing to the implementation of YEAPs and made funds quickly available for the operational running costs of active labour market measures, social protection schemes and youth support structures.

Investment in institutional and organizational capacity building: Capacity building around key technical, functional and systemic capacities across government departments, public employment services and decentralized government units enabled institutional actors to carry forward the work started within the Joint Programmes. Indeed, building these capacities was a priority within country implementation strategies. Capacity building for actors such as youth organizations, local non-governmental organizations (NGOs) and community-based organizations (CBOs) also played a critical role in outreach activities and in enhancing service delivery.

The importance of multi-stakeholder partnerships: An enabling factor for active labour market measures in BiH, Honduras and Nicaragua was the willingness of municipal and regional governments to enter into partnerships with private sector to underpin employment training, job placements and workforce training for young people in rural areas and returnee migrants. For the first time in several pilot districts, agreements were signed with local businesses and/or their representative organizations, such as employers' organizations and other private sector intermediary organizations.

IV.1.2 Enabling factors for the demonstration policies and pilot projects

The importance of outreach in communities in which targeted measures are being implemented: Outreach within local communities helped to generate local buy-in by beneficiaries and communities to the take-up of training offers.

Example of good practice

In **Tunisia**, for example, information and training sessions raised awareness, and overcame doubts, among the general public on the intentions of the entrepreneurship and circular migration pilot projects. The meetings were open to all local stakeholders, including budding entrepreneurs, interested young people, local support structures and careers advisory services. They contributed to transparency in the Joint Programmes intentions, raising awareness of why it was important to support the training and stimulating an exchange of information from different perspectives.

The value of local knowledge in identifying and reaching beneficiary groups: Targeting and profiling approaches were important in countries such as Costa Rica and Serbia in identifying direct beneficiaries and obtaining a good idea of their needs. These are quite sophisticated strategies however. Countries such as Nicaragua, Paraguay and Peru underlined the value of working with youth and community based organizations and local NGOs in the pilot communities. These actors are important as they have a long history of working with young people through non-formal literacy and skills training, income generation and popular rural economy programmes. They possess first-hand knowledge of the multi-layered challenges facing young people in different contexts, are able to quickly identify priority areas for action and can advise on the types of approach and training methodology that will work the best - given the participants' level of education and exposure to employment training and/or the labour market.

The need for holistic, integrated programming for young people: Since young people face multiple barriers and layers of disadvantage, a combination of inputs and services is needed to minimize the risks of permanent dislocation from local labour markets and to ensure access to key rights. Within the active labour market measures, those that adopted a holistic empowerment approach showed good results because they touched not only upon employment or enterprise promotion, but issues related to social participation in the community, awareness of rights, life skills and sustainable livelihoods through local technological systems and cooperative models.

Throughout the Latin America region, access to financial services for entrepreneurship trainees was also taken to mean more than just widening access to credit services for rural populations. It also involved empowering communities to create their own financing structures (e.g. through Solidarity Remittances initiatives in Honduras and Peru) and harnessing popular economy structures such as cooperatives and revolving funds to boost progress and development within the broader community.

Examples of good practice

In **Serbia**, case management approaches were central to ensuring young clients received the multisectoral advice and services they need, with the support building on a comprehensive needs assessment to ensure client commitment to the referrals proposed, as well as the involvement of relevant service providers. The evaluation of the integrated services delivery at the end of the pilot phase revealed that caseworkers that invested more time in reaching out to young clients, and in mentoring them during service delivery, attained the best results in terms of service uptake and labour market integration.

In **Nicaragua** for example, social participation skills were a prelude to the occupational skills component facilitated by the Nicaraguan Youth Institute and the National Technological Institute. For those candidates who completed vocational training, but were not included in the job placement scheme or entrepreneurship training, career guidance and job search services were proposed in 9 municipalities with the total participation of 111 young people, of whom 58% were women.

The need to avoid barriers to access to education and training opportunities: The pilot projects in countries such as South Sudan, Tunisia and Turkey understood the need to avoid barriers to training for young people with low motivation or confidence, low education levels and lacking in formal qualifications recognized by employers. On occasion, there was also a need to overcome barriers related to cultural perceptions or physical distance from the training location.

For those at risk of labour market exclusion due to poor qualifications, the success of the 'CERTIFICA' single employment certificate in **Peru** suggests possibilities for governments, youth support structures and civil society to work even more closely together in establishing accreditation schemes for out-of-school youth and out-of-work men and women. Such equivalency programmes not only increase the chances of labour market integration, but the (re) integration of young people into formal schooling, or vocational and professional training streams.

Example of good practice

In **Tunisia** during an entrepreneurship training workshop provided for women in El-Kef, it was realized that women's participation was low, the reason being that the place of the training was too far from their village to attend. Consequently, the Joint Programme made arrangements to move the training closer to the women in their village. Furthermore, certain stakeholders remarked that it may be more difficult for women -- particularly in rural areas -- to establish small enterprises individually because of their family responsibilities and therefore it may be more suitable for them to work collectively, through an associative or cooperative model. Following a study on the value chain of women's carpet production, the Joint Programme subsequently designed a pilot project to support the establishment of women's cooperatives in carpet production.

In **Peru**, within the framework of the three employment campaigns "Working Peru", "Let's

Go Peru" and "Youth to Work", the One-Stop-Shops have supported the creation of an **Occupational Competency Certificate** (CERTIFICA, by its Spanish acronym) which is recognized by employers. With regard to the employment services, the Joint Programme in Peru also grouped into one single certificate (CERTIJOVEN) all the information necessary to enterprises to recruit a young person. This minimized the cost and time young people had to invest in job search.

To date, 175,000 people have benefitted from the different types of measures offered through the One-Stop-Shops. The Joint Programme also supported employability skills training for young mothers through the *Wawa Wasi Laboral* pilot initiative. In order to facilitate the young mother's attendance in workshops, child care services were made available at the training sites. Wasi Wasi was an unexpected achievement in Peru with 437 young mothers receiving counseling or employability training.

Adapt training methodologies to the educational level and contexts of the participants also helped to increase participation levels: In countries such as Nicaragua and Tunisia, training methodologies were adapted to the context of trainees with little formal schooling in entrepreneurship and small business training, while Peru and South Sudan sought to harness the power of technologies in supporting budding entrepreneurs in environments where distances are vast and information on market opportunities is not easily accessible.

Examples of good practice

In **Nicaragua**, 523 young people (319 women and 204 men) participated in entrepreneurship training led by INJUVE through an action-reflection methodology popular in non-formal education in Latin America. This methodology puts an emphasis on experiential and participatory learning and some 36 local facilitators were trained in the use of the methodology. Of the trainees, 244 young people[77] (105 men and 139 women) completed the processing of 55 business plans and two feasibility studies. Eight local technical specialists provided constant coaching and support to enable the trainees to get their business ideas off the ground. Monitoring and follow-up was assured with participation of 20 national partners including government, workers' organizations, the employers' organizations and youth organizations.

In **Tunisia**, some 76 entrepreneurship trainees received the advice and counseling of coaches, with many going on to open their own small businesses and receiving follow-up advice by their coaches. In South Sudan, where there are vast areas to be covered, mobile skills approaches within the Vocational and Literacy component proved effective. In Latin America, popular education approaches of action-reflection, based on experiential and participatory learning, have proved very successful in non-formal education programmes throughout the region and were adopted in countries such as Nicaragua within the entrepreneurship training components.

[77] Concerning the geographical location of the participants, 68.03% of the training sessions were in urban areas and 31.97% rural.

The need to harness technologies in service of young entrepreneurs

In **Peru**, within the context of the National Programme "Youth at Work", the Joint Programme facilitated the creation of a promotional framework for youth entrepreneurship. One innovative dimension, led by the National Institute for Information and Statistics (INEI, by its Spanish acronym), was the creation of a Geographic Information System for Entrepreneurs (SIG-E, by its Spanish acronym), a computer application that facilitates business start-up and decision-making.

SIG-E is a geographical information technology system that provides market analysis information in real time to young potential entrepreneurs. The software compiles the information collected through the Census of establishments (that covers both formal and informal enterprises) and the Census of the population. The system provides information (address, number of employees, turnover, average monthly sales and so on) by type of business and by geographical area. The information can be extracted through the internet, but is also provided face-to-face by a specific department of the Ministry of Labour. Internet access coverage is approximately 5,000 youth per months at national level, while information on face-to-face users is currently being elaborated.

With relation to prospects for replication and long-term impact, the methodology on Business Idea Generation (GIN, by its Spanish acronym) has now been incorporated into the curriculum of the Peruvian Institute of Business Administration (IEEP, by its Spanish acronym). Just over 6000 young people received training within this component (1,000% above the JP target of 600), increasing their chances of starting their own business and finding decent work opportunities. At institutional level, the information system is maintained by the national statistical office. Its overall cost is approximately US$ 30,000.

In **South Sudan**, following a cross-state analysis of three market assessment studies, a training manual on the survey methodology was developed using android phone technology. This is significant in that the geographical area covered is vast and the mobile technology will enable regular surveys to inform future programme design without having to physically visit the districts.

The Digital Entrepreneurship Platform[78] (DEP) in Tunisia puts the technological means for open and transparent dialogue at the disposition of young Tunisian entrepreneurs. The platforms offers the possibility for users to join group discussions or to create their own. Currently there are six groups (Sensitizing the government, SMEs financing, Development Programmes, “Success stories” of young entrepreneurs, SME and social entrepreneurship, Investment, entrepreneurship and employment creation).

The need to focus on skills-in-demand within ALLMs and training supply: The preparatory research on skills-in-demand and market assessments in countries such as the Philippines, South Sudan, Tunisia and Turkey created real linkages between active labour market

[78] The Platform can be found at http://dep.tn/home/

measures and local economies.[79] Within education and training initiatives, curriculum modules and training packages that focused on life skills, competency-based and entrepreneurship skills training fanned student's enthusiasm and retained their attention because they responded directly to the learners' needs and ultimately helped to impart the foundation skills needed to improve labour market integration prospects.

Examples of good practice

In **Turkey**, a scan of local priority economic sectors was undertaken, including an analysis of rural youth employment prospects and an assessment of agricultural Vocational Education Training programmes. Statistical analysis and surveys identified: i) sectors with competitive advantages in Antalya that could create new employment opportunities and boost the local economy; ii) the occupations most in demand and the economic sectors with high youth employment elasticity; iii) the effectiveness of agricultural vocational training and extension services; and iv) the impact of internal migration on youth employment.

In **South Sudan**, support was provided to an analysis of strategic economic sectors in three States, with a rapid market assessment of three dominant enterprise sub-sectors. This sectoral research was carried out in preparation for the non-formal technical skills training and business coaching components, as well as the potential organization of apprenticeships within these sub-sectors. A Project Cooperation Agreement was then entered into with Plan International to provide basic employability and vocational skills training for marginalized young people (male and female) in Juba and Magwi Counties.

In **Serbia**, a skills survey in 2009 covered 2,500 enterprises. The survey identified the occupations and skills most in demand within local labour markets in the seven pilot regions with this information feeding into the implementation of the active labour market measures under the Youth Employment Fund. Research on existing public-private partnerships and Corporate Social Responsibility (CSR) practices in Serbia and overseas was also completed in 2010 in preparation for the implementation of the active labour market measures.

The importance of preparing the legal basis for demonstration policies and pilot projects: Youth employment, social and migration policies can only be sustainable in the long term when they are situated within an enabling legal framework and grounded on a firm foundation of legal norms. In countries such as Albania and South Sudan, legal frameworks were not yet in place to underpin the implementation of the regional employment fund and cooperative model, or to fully exploit the successes resulting from them.

Examples of good practice

In **Albania**, the Joint Programme recognized a gap in the legislative framework for the establishment of Regional Employment Funds and brought this to the attention of the Government, given the strategic importance of local management of funding to the EU pre-accession process. The creation of cooperative structures as a local business model in countries such as Serbia and South Sudan, among others, has further led to the initiation of

[79] See Annex 5 for further details.

processes to put in place an enabling legal framework.

In **Serbia**, the by-law on social protection and activation services across all CSWs was deemed critical to the overall social protection reform process. Lessons from the ISD were fed upstream into the institutional environment and the Joint Programme worked closely with the MoLSP to refine the policy and procedural frameworks within which local CSW and NES staff operated.

IV.1.3 Enabling factors for the implementation of Joint Programmes

The importance of robust design logic: Joint programming at country level was most effective when underpinned by strong design logic – i.e. when there was a well thought-out and defined implementation plan with clearly defined outcomes and outputs, clearly assigned responsibilities among participating UN Agencies and amongst national and local partners.

The importance of research and baseline assessments prior to specific policy level interventions: Research and assessments helped to ensure that outputs matched identified needs and increased the relevance of the interventions deployed. The majority of education and training focused measures in BiH, China and the Philippines were grounded in baseline research and assessments on skills-in-demand, while youth entrepreneurship and enterprise initiatives in South Sudan, Tunisia, Turkey, among other countries, were preceded by market assessments and sector scans. The capacity building of youth support structures in countries such as Costa Rica and Nicaragua also included a mapping of existing local youth services at municipal or district level to avoid the duplication of existing institutions.

Alignment with national development priorities and existing institutional frameworks contributed to enhancing leadership, commitment and ownership: Institutional 'buy-in' and a strong sense of ownership were particularly noticeable when the JP objectives and outputs were coherent with existing national, local and sectoral priorities, funding was available to either expand on what the Ministries or partner institutions were already doing, and the activities built on existing institutional frameworks and working relationships between the UN agencies or Country Team and government/national counterparts.

Example of good practice

At policy level in **China,** the Joint Programme was designed to closely match government's vision of a harmonious society and its immediate objectives regarding the improved protection of migrant workers.[80] The Joint Programme also supported both government priorities through the National Youth Strategy and the Employment Strategy (both 2007-2013) and the wider planning frameworks of the ONE UN. As a result, both policy level and targeted measures received strong support from national institutions such as the National Development and Reform Commission, the National Working Committee on Children and Women and the Chinese Academy of Social Sciences.

[80] From the Final Evaluation Report of the Joint Programme: *Protecting and Promoting the rights of China's vulnerable migrants*

Commitment and ownership were more likely to take root operationally when national and local partner institutions were involved in making key decisions around programme design, outcomes and outputs: National and local government units and public employment services in countries such as Albania and the Philippines took the lead in the design of demonstration policies, tailored education and training measures and ALLMs for specific communities, as well as brokering partnerships with private sector, NGOs, financial institutions and other government agencies.

Examples of good practice

In **Albania**, the inclusion of municipal councils in developing the Youth Territorial Employment Pact meant that these authorities felt empowered and were willing to adopt active labour market measures to tackle employment and migration issues more dynamically and effectively.

In the **Philippines**, the four provincial governments participated actively in the Programme Management Committee, and played an important managerial role at the provincial level through the Provincial Planning and Development Offices (PPDOs).

In **Serbia**, the YEAP and Regional Employment Fund received broad support from the Chairmen of Regional Councils and various regional partners.

The success and prospects for sustainability of youth support structures increased through their attachment to public employment services: There are good prospects for sustainability of youth support structures in countries such as Costa Rica, Honduras and the Philippines due to government commitments to generate close attachments between One-Stop-Shops and Public Employment Services and the establishment of legal frameworks that promise the allocation of annual funding, staff and other resources from Municipal Councils and Regional Employment Boards.

Examples of good practice

In **Costa Rica**, the case management services offered within the *Punto-E* were coordinated with the National Institute for Learning to identify young people who are most in need of training and with employees from the Ministry of Public Education to identify potential synergies with the formal education sector.

In **Honduras**, the Multiservicios Offices have been integrated within the National Employment Service. As a result, they have been able to access the services and resources of the national employment agency and have been incorporated into municipal strategic plans and budgets. In the **Philippines**, two of the Migrant Resource Centres were formally created by provincial ordinances endorsed by the local legislative body, *Sanguniang Panlalawigan*, in the provinces.

The importance of flexibility and adaptability in implementation arrangements: The early implementation period was difficult in a number of countries due to varying factors

including elections, political upheaval and change. The elections in Albania and the Philippines, political change in Tunisia, the creation of a new State in South Sudan all engendered delays in implementation. In Paraguay, a political crisis led to changes of ministers and technical positions, reprogramming of agreed actions with the authorities and government.

While a stable political and economic environment lays the foundation for programme success, the implementation arrangements for the pilot projects also had to be responsive to localized difficulties. Regional and local governments in disadvantaged areas, especially rural regions, usually have very low incomes and are mostly dependent on transfers from central government which prevents them from being proactive. Political and financial crises over the past three years have further exacerbated this situation with budget cuts to local institutions, affecting their functioning. In Honduras, for example, the political crisis in 2009 affected national and local institutional management systems through budget cuts which limited actions at sub-national levels.

In Latin America, countries such as Costa Rica, Nicaragua and Honduras further noted that implementation processes were sometimes hindered by the isolation and limited road infrastructure, and dispersion of municipalities and communities. In other countries, the programmes sometimes needed to overcome community perceptions about female participation in training activities and cultural biases or more generally market limitations for properly executing activities. As a number of these difficulties only became evident once the pilot project was being implemented, a flexible and context-sensitive approach was needed.

IV.2 Examples of innovation programming

There have been many examples of innovative policies, pilot projects and tools across the YEM Window. An overview of some of the stand-out initiatives identified in this review are highlighted below.

In the area of outreach

i) Outreach sessions in Albania and BiH targeting secondary school students and graduating classes on the risks of irregular migration:

ii) Working with peer educators and university students in China, Paraguay and South Sudan, among other countries, to sensitize young people and local communities.

iii) Promoting social and civic engagement among young people, for its own sake and as a form of work experience in BiH, China, Honduras and Serbia.

In area of skills-based training

i) The entrepreneurship modules of the competency-based skills training courses in BiH and the Philippines, wherein the students created their own business-start up projects, contributed to energizing the students and generating better awareness about

employability and what it means to run a business. In BiH, it has also helped to mobilize communities in supporting entrepreneurship and small business creation as the students pitched their ideas to community members to raise financing for their projects.

ii) The mobilization of university volunteers to provide academic mentoring and social support to the children of migrants. In China, the support provided by the volunteers to the children of migrant workers not only had an impact on education outcomes, but may also provide valuable work experience for the participating students, tempting them towards teaching as a career pathway.

iii) The use of mobile phone and computer generated technology for undertaking skills and market assessments in countries such as Peru and South Sudan which cover vast distances including inhospitable deserts and mountainous terrain.

In the area of active labour market measures

i) The creation of a single certificate for Youth Employment and the Job Competency Certification in Peru, which has empowered young people with little formal schooling, the long-term unemployed, or those in need of re-skilling, to work towards an accreditation which is recognized by employers and will increase their chances of employability and workforce insertion.

ii) The promotion of volunteering as a form of work experience and work-based training in BiH and China.

iii) The experiments in Latin America to channel remittances to the financing of young people's business ideas, as well as the management of credit loan facilities through local cooperatives and banking structures.

In the area of social protection schemes

i) The system for Integrated Service Delivery in Serbia which responded to multiple challenges facing youth through case management approaches and operational coordination between employment and social protection services.

In the area of local economic development

ii) The Youth Territorial Employment Pact at regional level in Albania which stimulated job creation through the formalization of different economic activities in the informal economy within the agri-business value chain.

iii) The model for Integrated Production Systems in Paraguay which acted as an operational model for strengthening coordination between institutional actors in rural areas, as well as mobilizing communities and the private sector around the promotion of the rural economy.

iv) An innovative feature in countries such as Albania, Paraguay and Honduras was to harness the power of Diaspora networks to finance youth business plans and community development projects.

IV.3 Potential for replication

The Joint Programmes have generated a wealth of guidelines in support of intended outcomes which have contributed to clarifying operational roles and responsibilities and the processes to achieve desired results. When guidelines are borne out of operational and process experience, this improves the chances of successful application to other contexts. These will therefore be useful for scaling up, or replicating, demonstration and pilot projects within the countries and also hold value for countries across the YEM Window and for national and bilateral development partners currently working on youth, employment and migration issues. The section below highlights some of the guidelines identified within the present review.

In support of strengthening the knowledge base

i) Guidelines and methodologies for data collection, analysis and dissemination: There are a number of examples of such guidelines, especially in Albania, BiH and Serbia. In BiH, a guide for collecting and reporting on national and local data was developed and instruments for data collection revised within the social protection system.

ii) Guidelines for undertaking a Labour Force Survey: In the Philippines, training modules were created for Provincial Statistical Offices and Local Government Unites to facilitate labour force surveys in the pilot provinces.

iii) Guidelines for undertaking a Labour Market Assessment and compiling an Occupational Outlook at regional level: In Turkey, an LMA was carried out for the first time at provisional level in Antalya accompanied by guidelines to generate a standard and replicable model for other provinces. Guidelines were also developed for localized data collection methods to generate a two-digit Occupational outlook with more disaggregated data, especially by gender.

In support of formulating Youth Employment Action Plans

iv) Guidelines on the preparation of Youth Employment Action Plans: In Turkey, the National Technical Team adapted the ILO Guide for the Preparation of National Action Plans on Youth Employment as a key instrument to develop the NYEAP. The Guide suggests a practical step-by-step approach to developing Youth Employment National Action Plans through a participatory and coordinated process that fosters broad-based national ownership.

v) Guidelines for Territorial Employment Pacts: Guidelines were generated in Albania as part of the creation of the Y-TEP in Kukes, allowing the potential expansion of the model to other regions of the country beyond the Joint Programme framework.

vi) Guidelines for Local Employment Action Plans: In Serbia, guidelines in this area can be used by other Municipal and Regional Councils throughout the country. As a result, 22 municipalities have been successful in accessing the financial resources made available through the Youth Employment Fund, on a competitive basis, for the implementation of local employment initiatives.

In support of creating social protection mechanisms

vii) Guidelines to establish integrated systems for Integrated Service Delivery: Again in Serbia, the creation of the ISD was facilitated by guidelines for Operational Procedures that could be consulted by both the National Employment Service and Centres for Social Work to enable joined up policymaking and operational planning.

viii) Guidelines for National Standards on Counseling: In Albania, Regional Employment Offices were trained on national standards for career counseling, as well job profiling, outreach activities, personal and group counseling techniques and communication strategies.

Working with migrants and their families

ix) Guidelines for working with migrants and their families: In Ecuador, a procedural manual was elaborated for working with children and adolescents in communities with high incidences of out-migration.

x) Guidelines for a code of conduct for domestic work: In China, a code of conduct and a model contract were elaborated for employers working with domestic workers. An Ethics Toolkit for domestic workers and Practical Handbook were also developed. In Paraguay, a national policy document "*Guidelines for the development of the domestic service industry*" was issued by the State Council in 2010.

Increasing access to, and the relevance of, education and skills training activities

xi) Gender-sensitive policy and operational guidelines facilitating school enrolment and retention: Given the high drop-out rate of girls from secondary education in BiH, these guidelines were elaborated to promote greater inclusion of girls, but also of disabled youth, Roma and girls from rural areas in secondary education.

xii) Curriculum guidelines for gender-sensitive entrepreneurship education: These were developed in the Philippines to mainstream entrepreneurship training within public-secondary education in the pilot provinces.

xiii) Life skills package: In China, a comprehensive package was developed including a Trainer's Manual, a Participants Handbook and self-instruction materials.

In support of youth enterprise development and sustainable financing mechanisms

xiv) Guidelines on how to establish a Social Enterprise: In Albania, the Joint Programme supported the publication of a guide on establishing and managing a social enterprise under the prevailing legislation. This was published with the intention of wider dissemination outside of the Joint Programme framework.

xv) Operational Manual for managing a Seed Capital Fund: In Honduras, the Operational Manual was elaborated in support of the entrepreneurship component through agreements signed between the four municipalities.

xvi) Guidelines for institutional actors in the productive use of remittances and community development: In Paraguay, a financial instrument entitled 'young entrepreneur' promoted the channeling of remittances to young entrepreneurs at local level. The guidelines were produced to support this initiative.

xvii) Integrated guidelines for evaluating the financial and social performance of popular financial structures: This integrated tool was designed by the PNFPEES in Ecuador to evaluate the performance of more than 260 popular financial structures. It measures how far financial structures promote the integration of other invisible financial entities like savings and credit funds and cooperatives, community banks, or other informal ways to organize financial markets.

Recommendations

V.1 For shaping national policies and programmes to tackle YEM challenges

The need to weave youth employment, social inclusion and migration policies more closely together

Policies to promote youth employment, reduce social exclusion or improve the management of migration have commonly been addressed as separate issues within the public policy arena, resulting in missed opportunities for the different sectors to reinforce each other. Employment promotion strategies, for example, frequently ignore the complex needs of young people on the margins of society which push them to migrate away from their communities. Social protection policies, on the other hand, may neglect the need to foster employability, occupational and productive skills that will enable young people to integrate into the economic life of their community.

Migration policies, for their part, might not address the need for comprehensive life skills packages (including awareness of labour and social rights) in sending and receiving communities that would help steer young people away from exploitative labour practices or

unsafe migration. There is therefore a need to reduce institutional fragmentation in the delivery of employment, social services and migration policies for young people, to weave active labour market and social inclusion measures more closely together, at the same time exploring business models such as cooperative structures that are conducive to economic and stability within communities.

Many of the Joint Programmes demonstrated the value of analytical and disaggregated research and surveys to strengthen the knowledge base on the particular economic, social and migration practices challenges facing young people. This information has proved critical to increasing the responsiveness of national policymaking. At operational level, the integrated systems of service delivery elaborated through the Joint Programmes in Costa Rica and Serbia, as well as the examples of the Resource Centres and One-Stop-Shops in countries such as BiH and Nicaragua, underline the possibilities for the institutional coordination of social protection services, active labour market and safe migration strategies.

The need to increase the focus on demand-side issues in programme design

Many of pilot projects focused on supply-side interventions, i.e. ensuring equitable access to education and training opportunities, enhancing the skills level of youth, reducing the mismatch between training supply and the skills-in-demand within the local economy and smoothing the transition of young people to the labour market. While demand-side issues were partially addressed through the promotion of entrepreneurship and self-employment opportunities, there was less explicit attention overall across the Joint Programmes on the demand side.

In the future, technical cooperation focusing on YEM issues might look at how programmes can support national and local governments in fostering an enabling environment for job creation at local level for young people. There are lessons to be learned from countries such as Albania, Paraguay, Serbia and South Sudan which made connections between the promotion of associative and cooperative models within agricultural value chains and feeding these lessons back upstream so that adjustments can be made to national policy and legislative environments. Efforts were also made in countries such as the Philippines, Tunisia and Turkey to link self-employment training initiatives to Local Economic Development strategies through analysis of productive sectors, as well as market assessments in support of skills-in-demand.

The Philippines was one of the few Joint Programme countries to experiment with subsidized job placements through its 'Special Programme for the Employment of Students'. Such schemes can be costly however and not always financially or economically sustainable. Experimentation with other ways of working with the private sector is therefore needed. Technical cooperation programmes could work with local governments in mobilizing private sector investment through venture capital funds or creating other sustainable financial instruments in sectors with high employment potential. Through experimentation with revolving funds and productive remittances in Latin America, a number of Joint Programme countries already made some steps in this direction. The private sector could further be

encouraged to support active labour market programmes through corporate social responsibility initiatives.

The need to give more voice to young people

The inclusion of youth Councils, Youth Committees and Youth Leagues in policy formulation in countries such as in Honduras, China and Peru yielded promising results for institutional responsiveness, empowering young people as protagonists in policy initiatives that will impact on them. However dialogue mechanisms with young people and their representative bodies need to become a more permanent feature of the policy environment, not just a feature of technical cooperation initiatives. Further investigation is needed into the potential of social partners and youth Councils to regularly represent youth interests within national policymaking arena.

At local level, since consultations and dialogue require formal spaces to grow, the Youth Employment Services Centres, One-Stop-Shops and other community based structures could also play a regular convening role. The establishment of a virtual platform for national and local governments to interact with young people on policies and programmes is also of the essence to ensure that policies and programmes continue to respond to real needs.

The need to mobilize multi-stakeholder partnerships in support of youth policies

With the scale of youth unemployment challenge around the world, it has become increasingly urgent to find locally sustainable solutions to the challenges of youth unemployment. Bridging financial, sectoral, technical and human resources gaps underlines the need to mobilize national multi-stakeholder partnerships in support of youth policies – involving actors from youth organizations, the social partners, NGOs and the private sector to the health sector and Diaspora networks.

Partnership arrangements between governments and non-State actors should become an automatic vehicle for reaching economic and social targets for young people, for mobilizing resources and for building an enabling policy and legislative environment and investment climate to implement targeted youth programmes. In this context, more concerted communications efforts are needed to raise awareness among implicated stakeholders of what is at stake by ignoring the youth challenge and to the secure the investment and involvement of different partners.

V.2 For shaping technical cooperation interventions on youth employment, social and migration policies

The need to ensure a robust programme design

Joint programming at country level needs to be underpinned by strong design logic with a well throughout implementation plan. Given the implementation challenges experienced at national level and within the pilot communities, investment in risk analysis should not only focus on mitigation against macro-level factors (e.g. changes in government, laws and/or

administrative procedures), but on local level risks (e.g. the isolation of communities and limited transportation and communications infrastructure) with contingency plans envisaged in both cases over the implementation period, if necessary reducing the number of activities to focus on quality rather than quantity of outputs.

A sustainability plan should be formulated from the outset, envisaging institutional ownership and the financial and human resource implications. This plan must be based on consensus and buy-in from key national and local partners to have a chance of success. Ensuring buy-in can be promoted through inclusive dialogue on the expected roles and responsibilities of all partner institutions, as well as clarification of the processes and procedures to facilitate their involvement. As necessary, the project design should also envisage operational capacity building for different service and implementation partners, especially those unaccustomed to working on large scale development projects, to ensure that they are familiar with UN regulations, protocols, management arrangements and funding mechanisms.

In addition, institutional capacity building should increase the focus on operational procedures and budgeting for the monitoring and evaluation (M & E) of demonstration policies, pilot projects and ALMMs. Joint Programmes should ensure the commitment of national and local public employment services, as well as investment boards and youth support services, to take part in the monitoring. The M & E mechanism would then enable national and local authorities to adjust different measures as the economic and political climate changes, or the needs of beneficiaries evolve. Not all countries managed institutionalize such systems, with monitoring remaining in the realm of reporting tools and evaluation processes over the programme lifecycle. Further technical assistance should be provided to national and local partners in this area.

Finally, the sustainability plan should envisage the need for management support (either by national partners or the community or both) required after Joint Programme's completion. Sustainability may be improved by identifying beforehand which actors could provide financial and administrative support and obtaining some kind of formal agreement to this end.

Co-sharing of investment with national and local authorities to foster ownership and financial sustainability

As part of a financial sustainability plan, future programmes should negotiate from the outset with relevant Ministries, Employment Departments, Public Employment Services and National Investment Boards on co-financing for targeted youth-policy instruments and active labour market measures - ideally leading to the signing of cost-sharing agreements. In Serbia, the Youth Employment Fund was co-financed with the Ministry of Economic and Regional Development and by March 2012, the Joint Programme contribution of US$ 1.9 million had been matched by US$ 1.7 million provided by the Government of Serbia. It may also be possible to negotiate with regional economic agencies for cost sharing on the implementation of the Territorial Employment Pacts and ALMMs, migration initiatives and social measures for vulnerable youth.

Identifying alternative sources of financing

Certain countries have sought to consolidate Joint Programme achievements by identifying partners and alternative sources of funding in advance to continue activities beyond the programme duration. However others will find the financing question untenable and there is a pressing need to work these countries in exploring alternative solutions.

Resources to continue activities, or for a second phase, could be negotiated with bilateral development partners already supporting specific youth focused initiatives. There is also a need to ensure that youth-focussed measures are included in future project proposals to development agencies. Again in Serbia, further financial and technical support was secured on a bilateral basis from Austria and Switzerland to the NAP objectives (Austrian funding for Vocational Training to UNDP/ILO, and Swiss Development Cooperation funding to UNDP/ILO for the continuation and replication of the TEP).

The programmes should investigate different methods of engaging the private and banking sectors in youth employment and social protection measures, including cost sharing in the generation of innovative financial instruments and the implementation of ALMMs. The limited access to finance for productive enterprises created by young people is a structural weakness in many countries and one of the main obstacles to local job creation and economic development.

An innovative practice that was tested in a couple of Latin American countries was the development of baskets of investment from overseas Diaspora through which remittances could be channelled to support local development projects. These experiments also deserve greater attention in discussions around the design of future programmes.

The need to secure on-going institutional support by disseminating knowledge and information on good practices to national partners and stakeholders

In terms of securing on-going institutional support and building the case for cost-sharing, a communications strategy could disseminate information on development results (what works? for which group? and why?) directly from the pilot areas to national and local partners and decision-makers. A number of Joint Programme countries have already supported information collection and its dissemination through information platforms and portals, websites, workshops and other arena for dialogue.

In the future, such information could be gleaned from the M & E system and would contribute to building the case for future institutional support to the youth services launched with the support of the Joint Programmes. In the context of countries where changes in governance structures or the political administration are likely, such a communications strategy would increase the chances that different approaches, training and learning tools continue to be used by incoming administrations as tried and tested solutions to address youth challenges at community level.

The need to invest in capacity building for regional and local governance actors

Intervention strategies that combine policy development and institutional capacity building are more effective in responding to the needs of vulnerable groups, and in improving overall governance, as national and local government institutions require assistance to identify specific employment, social and migration challenges and in the functional and management capacities to deliver on agreed national policies, youth programmes and services. However, technical assistance should also address capacities for partnership building, and to bid for funding within regional development frameworks and externally financed development programmes. The creation of Youth Employment Funds in Albania and Serbia demonstrate the positive results that ensue when local Councils receive training to apply for and manage employment funds.

The need to fine-tune UN agency coordination practices

The multi-agency modality in certain countries experienced teething problems due to the fact that several UN agencies were involved in coordination arrangements, with different procurement, contracting and disbursement procedures. Individual UN agencies need to overcome individual agency procedures to implement and deliver results jointly. In the short term, limiting the number of UN agencies involved in Joint Programmes may help to improve efficiency.

In countries where the lead technical agency is non-resident, the MDG Secretariat might envisage lead management roles beyond technical areas of expertise, focusing on the individual agencies ability to implement (resident vs. non-resident agencies). Where national youth policies, or National Youth Employment Action Plans have been launched, the annual work plans of implicated UN agencies should ideally be aligned and actively support these policy instruments, with the review of activities during annual or semi-annual planning meetings. Indeed, the National Action Plans on youth employment, laws, policies and procedures are an effective instrument to "institutionalize" project interventions into public policy.

The need for follow-up mechanisms

As part of the design of future training programmes, there is a need for UN agencies to follow up on the outcomes of youth programmes piloted by the YEM Window. For example, follow-up surveys of vocational training beneficiaries would help to improve the relevance, design and delivery of future skills development programmes in particular communities. Follow-up mechanisms and impact evaluations are also needed to ascertain how far young beneficiaries of employability skills training, internships, apprenticeships and job placement opportunities have managed to find, or stay, in employment after leaving their training. This relates to how far the JPs have made a lasting impact on the generation of new jobs and employment within local economies.

V.3 For knowledge sharing and advocacy efforts

The need for a repository for YEM knowledge products

The conception and publication of new knowledge products emanating from the MDG-F YEM Window tools were agreed upon during YEM knowledge sharing workshops[81] including: a publication on good practices and innovative approaches; a guide on the design and implementation of youth employment and migration joint programmes; and technical learning modules on profiling, labour market information, migration management and design, monitoring and evaluation of youth employment programmes).

Together with the policy and programme materials, learning tools, guidelines and other documents already developed by the 15 Joint Programmes, these products will form the repository of the knowledge generated by the MDG-F Window on Youth, Employment and Migration. The review therefore recommends harnessing the *Teamworks* platform as an on-going repository of knowledge for the various guidelines, manuals and research emanating from the Joint Programmes.

The Platform could also make available up-to-date information from other sources on youth issues in a way that is accessible to a wide variety of audiences, including case studies, articles and other written reports, as well as newsletters and outreach materials and briefings for media. Beyond the duration of the Knowledge Management Facility, the Review would also recommend to harness the potential of the knowledge-sharing networks led by the International Labour Organization (ILO).

Staying connected

Knowledge-sharing needs time and space for interaction. As the Knowledge Management Facility will come to an end in 2013, one idea posited in Punta Cana was to stay connected through a dedicated *Facebook* page and/or though a thematic group hosted by the Youth Employment Platform with email alerts.

At regional and sub-regional levels, it is important that national decision-makers and key stakeholders are able to participate in South-South networks on youth issues. The Regional YEM workshops in Budapest and Lima served as invaluable forum for knowledge sharing, advocacy and policy dialogue – allowing countries within regions to see how challenges might be similar, and enabling broader thinking to address these challenges. The review would recommend the participation of selected youth and NGO representatives from some of the most innovative programmes to attend future regional meetings so that policy makers can hear firsthand how policy level and pilot projects create an impact at local level.

V.4 For capitalizing on the review of the YEM Window

A communications strategy would enable the MDG Secretariat to identify target audiences and employ media tools to capitalize on the body of information gathered during the YEM review and to ensure that key messages feed into the discussions on the post 2015

[81] To date, the knowledge, lessons learnt and tools stemming from the implementation of each Joint Programme have been shared with the other programmes and across the United Nations country teams (UNCTs) and national partners through a number of vehicles: i) the two training workshops, one in Budapest (Hungary) from 30 March to 1 April, 2011 and another in Lima (Peru) from 13 to 15 April, 2011; ii) the *Global Knowledge Sharing Workshop* in Punta Cana (Dominican Republic), facilitated by the Knowledge Management Facility from 29 to 31 October, 2012.

development agenda, as well as the outputs of other key youth forum, including the Y-20, the ILO YEN network and civil society youth networks globally.

To ensure that key messages from the review are consistent across all communications efforts, including press inquiries, information requests from UN and development organizations, the review would benefit from a communications brief or talking points disseminated via multiple media channels including: the MDG Fund website; the websites of national and regional institutional stakeholders in Joint Programme countries, as well as youth and civil society partners and; the websites of the UN agencies involved in country implementation strategies. The review could further be promoted through the MDG-F YEM Knowledge Platform, the UNDP Teamworks platform and development news consolidators such as Reliefweb and Capacity.org.

The MDG-F Secretariat could additionally identify development websites, the blogs of community-based organizations working on youth employment, social inclusion and migration issues at country level and other issue-specific websites to publicize the review and strategically place the key messages to maximize viewership.

To extend youth messages to a broader public, the MDG-F Secretariat might develop and maintain relationships with key newspapers, media outlets and contacts, reaching out to reporters and editors through OpEds and/or E-Newsletters. Last, but not least, social media is where many development observers and local development stakeholders, and the public in general, receive updated information. The MDG-F Secretariat might think about sharing news about the review through Twitter to reach a wider audience.

VI. References

VI.1 Final Evaluation Reports

Albania: *Youth migration: Reaping the benefits and mitigating the risks*

China: *Protecting and Promoting the rights of China's vulnerable migrants*

Peru: *Promotion of employment and MSEs for youth and management of juvenile labour migration*

Serbia: *Support to National efforts for the Promotion of Youth Employment and Management of Migration*

VI.2 Monitoring Reports

Bosnia and Herzegovina: *Youth Employability and Retention Programme (YERP)*

Costa Rica: *One-stop shop for youth employment*

Ecuador: *Reducing inequalities in Ecuador*

Honduras: *Human development for youth: overcoming the challenges of migration through employment*

Nicaragua: *National development capacities for improving employment and self-employment opportunities for young people*

Paraguay: *Economic capacities and opportunities for social inclusion*

Philippines: *Alternatives to migration: Decent jobs for Filipino youth*

South Sudan: *Creating opportunities for youth employment*

Tunisia: *Engaging Tunisian Youth to Achieve the MDGs*

Turkey: *Growth with decent work for all*

VI.3 Mid-term Evaluations

Albania: *Youth Migration: Reaping the Benefits and Mitigating the Risks*

Bosnia and Herzegovina: *Youth Employability and Retention Programme (YERP)*

China: *Protecting and Promoting the Rights of China's Vulnerable Migrant*

Costa Rica: *One-stop shop for youth employment*

Ecuador: *Reducing inequalities in Ecuador*

Honduras: *Human development for youth: overcoming the challenges of migration through employment*

Nicaragua: *National development capacities for improving employment and self-employment opportunities for young people*

The Philippines: *Alternatives to migration: Decent jobs for Filipino youth*

Paraguay: *Economic capacities and opportunities for social inclusion*

Peru: *Promotion of employment and MSEs for youth and management of juvenile labour migration*

South Sudan: *Creating opportunities for youth employment*

Serbia: *Support to National Efforts for the Promotion Of Youth Employment And Management Of Migration*

Sudan: *Creating Opportunities for Youth Employment in Sudan*

Tunisia: *Engaging Tunisian Youth to Achieve the MDGs*

Turkey: *Growth with decent work for all*

VI.4 Knowledge management products

- Final Report: Regional workshops on Youth Employment and Migration, Budapest and Lima.
- Youth employment - Breaking gender barriers for young women and men, ILO Brochure
- Youth Employment Action Plan 2010-2013, Albania
- Thematic Indicators for the Youth Employment and Migration Window
- Facilitator's Package - Youth Employment and Migration
- Gender as a Cross Cutting Issue KM Initiative UN WOMEN YEM

VI.5 Other sources

- Can the MDGs provide a pathway to social justice? The challenge of intersecting inequalities. Naila Kabeer. Institute of Development Studies and MDG Achievement Fund. 2010.

- Cooperative Enterprises Build a Better World. International Year of Cooperatives - Launch of the GRSS Cooperatives Strategy. May 2012.

- MDGs in the LAC. Bulletin for and by the MDG Community of Practice in the Latin American and Caribbean region. Nr. 5 - February 2011. Human Development and Poverty Reduction Cluster, Regional Bureau and Regional Centre for Latin America and the Caribbean United Nations Development Programme

- Technical Note: Lessons learned from the review process of the Youth, Employment and Migration window of the UNDP-Spain MDG Achievement Fund (MDG-F). January 2008.

- Terms of Reference for Thematic Window on Youth, Employment and Migration. UNDP-Spain MDG Achievement Fund

- The youth employment crisis: Time for action. Report V. International Labour Conference, 101st Session, 2012. International Labour Office Geneva

Annex 1: Methodology for the drafting of the Report

In framework of the desk review and compilation of this report, the consultant worked directly under the guidance and supervision of Ms. Paula Palaez in the MDG Secretariat, New York, with the additional assistance of Ms. Viridiana Garcia and Ms. Deborah Quintana. The compilation and drafting of the report followed three main phases: i) the desk review; ii) email exchanges and interviews with selected national coordinators and; iii) analysis and synthesis of all inputs and contributions to complete the first draft of the Review.

i) Desk Review

As the basis for the consolidated findings of the report, and in order to gain a firm understanding of the background and rationale of the YEM Window, the Consultant undertook a broad desk review of a range of information sources on the Joint Programmes including: final evaluation reports; mid-term evaluations; periodic monitoring reports; technical notes; knowledge management products; the terms of reference for the YEM Window, and; any other documents considered useful to the analysis of achievements and results. The Supervisor, Ms. Palaez, stayed in close contact with the Consultant during this period through regular email exchanges.

ii) Interviews with selected National Coordinators

Once the desk review was underway, additional questions were formulated on specific aspects of the Joint Programmes in different countries to gain a better understanding of implementation processes and to identify prospects for sustainability and replication. Upon receipt of the contact details from the MDG Secretariat, these questions were sent by email to the concerned national coordinators with follow up by email or telephone for further clarification.[82] The responses from these consultations then fed directly into the findings on results and achievements.

iii) Analysis and synthesis

The final stage of the YEM review built upon the analysis already undertaken as part of country level evaluation and monitoring exercises. Based upon the annotated outline for the thematic studies proposed by the MDG Secretariat, the Consultant then set out to systematize identified achievements and results identifying along the way: common approaches, themes and individual success stories; key enabling factors; regional trends and integrated multi-sectoral approaches to address specific challenges and inequalities. Finally, the analysis set out to identify prospects for sustainability, scaling up and replication of good practices, as well as making recommendations for country level programming, knowledge sharing and key advocacy efforts as a contribution to upcoming international forums and the post 2015 agenda.

[82] Emails were sent to the Coordinators of the Joint Programmes for the following countries: Albania, China, Costa Rica, Ecuador, Honduras, Nicaragua, Paraguay, Peru, Serbia and South Sudan.

Annex 2: Overview Table of Joint Programmes within the MDG-F YEM

Country and Title of Joint Programme	Budget	Start date
Albania Youth Migration: Reaping the Benefits and Mitigating the Risks	$ 3,310,000	November 2008
Bosnia and Herzegovina BiH Youth Employability and Retention Programme	$ 6,000,000	January 2010
China Protecting and Promoting the Rights of China's Vulnerable Migrants	$ 6,600,000	February 2009
Costa Rica A One-Stop Shop for Youth Employment	$ 4,716,000	May 2009
Ecuador Youth, Employment, Migration – Reducing Inequalities in Ecuador	$ 5,667,000	May 2009
Honduras Human Development for Youth: Overcoming the Challenges of Migration Through Employment	$ 6,372,000	April 2009
Nicaragua National Development Capacities for Improving Employment and Self-Employment Opportunities for Young People	$ 5,610,000	June 2009
Paraguay Juventud: Capacidades y Oportunidades Económicas para la Inclusión Social	$ 3,672,000	February 2009
Peru Promotion of Employment and MSEs for Youth and Management of Juvenile Labour Migration	$ 3,025,000	February 2009
Philippines Alternatives to Migration: Decent Jobs for Filipino Youth	$ 6,000,000	July 2009
Serbia Support to National Efforts for the Promotion of Youth Employment and the Management of Migration	$ 6,143,000	May 2009

South Sudan Creating Opportunities for Youth Employment in South Sudan	$ 9,000,000	June 2009
Sudan Creating Opportunities for Youth Employment in Sudan	$ 9,000,000	June 2009
Tunisia Engaging Tunisian Youth to Achieve the MDGs	$ 3,115,000	May 2009
Turkey Growth with Decent Work for All	$ 3,980,000	October 2009