



## MDG-F KNOWLEDGE MANAGEMENT PLANS FINAL REPORT

### REPORT COVER PAGE

<p><b>Date of Submission:</b> 30/10/2013</p> <p><b>Submitted by:</b> <i>Gianni Rosas</i> <i>Chief,</i> <i>Youth Employment Unit,</i> <i>International Labour Office,</i> <i>Email: rosas@ilo.org</i></p>	<p><b>Convener Agency:</b> International Labour Office</p> <p><b>MDG-F Thematic Window:</b> Youth, Employment and Migration</p>
<p><b>Project Title:</b> Knowledge Management System on Youth Employment and Migration</p> <p><b>Project No:</b> GLO/10/50/UND</p>	<p><b>Project Duration:</b> 01/04/2010 – 01/10/2013</p> <p><b>Reporting Period:</b> 01/10/2012 – 01/10/2013</p>
<p><b>Project Budget (in US\$):</b> 750'000</p>	<p><b>Abbreviations and Acronyms:</b> Joint Programme (JP) Millennium Development Goals Achievement Fund (MDG-F) Knowledge Management System (KMS) Youth Employment and Migration (YEM)</p>

## I. PURPOSE

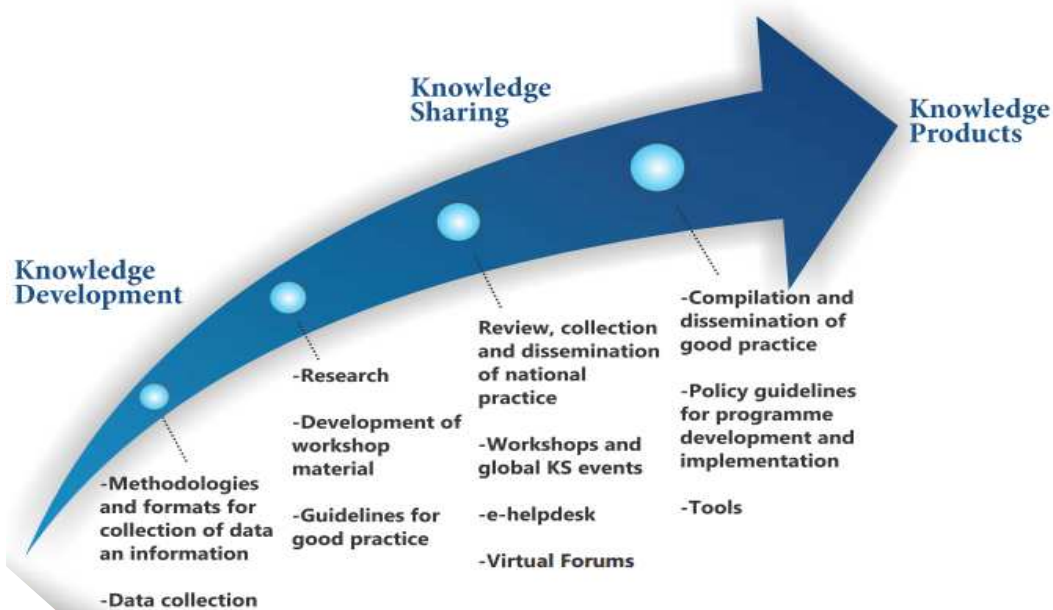
The Knowledge Management Facility of the Youth Employment and Migration window was funded by Spain's MDG Achievement Fund to support the implementation of joint UN programmes on youth employment and migration in 15 countries.

The support consisted of generating and sharing knowledge through a community of practice that involved all the aforementioned programmes. The Facility was established to:

- i. *support the collection and dissemination of data, information and tools generated by the JPs;*
- ii. *undertake research and studies on topics of common interest to the JPs; and*
- iii. *conduct regional and global workshops with a view to sharing experience, lessons learned and good practice across the UN agencies and national partners involved implementation of the programmes at the country-level.*

The KMF was instrumental to identify and document successful practices relating to design, monitoring and evaluation of youth employment and migration programmes. Moreover, the Facility built a body of evidence to support policy dialogue and programme development on the same topic. A great investment was made in the development of policy and programmatic tools that are instrumental for the design and implementation of technically sound interventions on youth employment and migration.

The Facility used a range of knowledge-sharing tools (.g. face-to-face workshops, e-helpdesk, virtual forums, on-line discussions) to enable national teams that implemented the joint programmes to interact and exchange information on the technical areas covered by their programmes. The figure below shows the main steps followed by the Facility to generate products and share knowledge.



## II. FINANCIAL RESOURCES

The budget of the Facility amounted to USD750'000. By the end of the project implementation, the delivery rate of the project was more than 100 per cent, with a total expenditure amounting to USD753'481. The updated activity-based workplan that included in this report provides a detail of the expenditure. The deficit of USD3'481 was generated by fluctuations in the exchange rate between the US dollar and the Swiss Franc. This deficit will be shouldered with funds of the regular budget of the ILO.

The completion date of the project was set for 30 June 2013. Two subsequent no-cost extensions brought the end-date to 1 October 2013. These extensions were approved to allow for the organization of a global event on youth migration that took place at the UN headquarters in New York on the occasion of the International Youth Day (12 August 2012) and for the finalization of the methodological guides and tools, as well as the first-ever report on trends in youth labour migration and the publication on good practices implemented by several JPs. For this purpose, a revision of the workplan and financial allocations was undertaken as described in the updated workplan that is appended to this report.

The overall management and oversight of the project, the daily backstopping of the project and several technical notes and papers were funded with ILO staff time or through resources of the regular budget of the ILO. Also, the ILO financed the translation into the Spanish language of the products "*Youth labour market analysis: A training package on youth labour market information*" and "*Joint programming on youth employment and migration: A training guide*". It is now planned to start with the translation of most of the products of the KMF in the French language. For this, a request of support with regular funds of the ILO has already been submitted.

## III. IMPLEMENTATION ARRANGEMENTS

### 1. *Primary implementation arrangements*

The KM Facility was managed by the ILO as Convener of the youth, employment and migration window. The Convener was the connection between the headquarters of the participating Agencies and the network of fifteen focal points, one for each joint programme, appointed by the country teams. These focal points provided information, practices and tools relating to their respective joint programmes and channelled the needs and requirements of their teams to the Convener and the Secretariat of the MDG-F.

The implementation was overseen by a coordinator (senior youth employment specialist). Day-to-day backstopping was ensured by a knowledge-sharing officer and a junior officer who had the responsibility to: i) collect, systematize and disseminate information; ii) organize workshops and events; iii) coordinate action-oriented research and studies; and iv) ensure quality control of final products. Finalization of products and outputs was done by experts and consultants who were in charge of drafting the publications; editing, preparing the design and layout of the documents, translating, printing.

## 2. *Partnerships and inter-agency collaboration*

During the project duration, the Convener established synergies with facilities managed by other windows (Private Sector Development, Gender Equality and Conflict Prevention and Peace-building, Environment). Partnerships were entertained with other Agencies participating in the youth, employment and migration window. More specifically, the Convener developed and implemented a research agenda on youth labour migration with the IOM and UNICEF.

During the first year of project implementation, the work of the youth employment and migration window of the MDG-F was introduced to the UN Inter-Agency Network on Youth Development (December 2011). This Network gathers 38 Entities of the United Nations system that are active in the promotion of youth development initiatives, including in the area of youth employment and migration. The participation in the monthly Inter-Agency meetings of the Network allowed establishing partnership arrangements for the country-level implementation of the joint programmes, as well as attending major international events concerning youth employment and migration.

During the second year, the work of the MDG-F on youth, employment and migration was presented during the sitting of the United Nations' Commission on Social Development (February 2012), which discussed youth poverty and unemployment as emerging issues. Similarly, the partnerships established during the implementation of the JPs were discussed at an event organized parallel to ECOSOC that was entitled "Breaking new grounds through partnerships for youth employment".

Also, in the same year, the work of the MDG-F was presented at a Partnership Hearing that took place during the International Labour Conference (5 June 2012). This hearing was attended by representatives of governments, employers' organizations and trade unions of 185 member States of the ILO. Similarly, a number of good practices of the JPs were discussed during a global forum on youth employment that took place in Geneva, Switzerland, during the period 23-25 May 2012. This gave the opportunity to share information of the joint programmes, as well as to connect them to other youth employment and migration initiatives.

During the last year of the project's implementation, the Permanent Mission of Spain to the United Nations hosted an event co-sponsored by the ILO and the Secretariat of the MDG Achievement Fund, "Addressing Youth, Employment and Migration Issues through Joint Programming", to share good practices and lessons emerging from the MDG- Achievement Fund's work on Youth Employment and Migration. This event was organized within the fifty-first session of the Commission for Social Development (CSocD) that took place from 6 to 15 February 2013 in New York.



Finally, in the framework of the International Youth Day 2013 “Youth Migration: Moving Development Forward”, the United Nations Secretariat (DESA) and the International Labour Office (ILO), with the support of the Millennium Development Goals Achievement Fund Secretariat (MDG-F), co-organized an event to celebrate the Day. The event brought together young people, civil society organizations and UN and other experts to discuss issues relating to youth migration. During this event, the youth employment and migration window of the MDG-F was introduced and a series of good practices resulting from joint action by the United Nations were presented and discussed. The discussion aimed to identify the factors that contributed to develop the good practices, lessons learned and replicability of the same practices.

### **3. *Monitoring or evaluation mechanism***

The monitoring of the performance of the YEM facility was carried out through three key means. First, the overall number of users that access the various parts of the e-platform to retrieve information (data and information by thematic areas and country, access to the additional resources posted by participating agencies, action-oriented research, e-Helpdesk and Virtual Forum).

The validation of members of national teams who participated in the thematic workshops and the training tools drafted for the workshops that are assessed as useful by national teams. Third, the number of replies to the e-questionnaire prepared by the KMS team to measure users’ satisfaction with the quality of information provided, presentation and retrieval means as well as suggestions on how to improve the system’s relevance and effectiveness.

## **IV. RESULTS**

The main achievements of the KMF on YEM were the development and dissemination of 10 products on YEM-related issues; development and publishing of three gender-sensitive tools for managing youth employment and migration initiatives; identification, systematization and dissemination of good practices implemented by the joint programmes; collection, systematizing and dissemination of information and data on the implementation of the YEM joint programmes through the e-platforms; and provision of online assistance to programme managers and other staff of the JPs on key areas of work.

The methodological work, the products that were developed and the experience gained during the implementation of the Facility will continue to be relevant to future joint programming on youth employment and migration.

The Convener has developed a plan for the further dissemination of these products. As immediate step following termination of the project, these products will be included in a revised version of the interactive CD-ROM that was mentioned above. They will also be included in websites and other dissemination means.

The project has attracted a great deal of attention and the Convener continues to receive requests from within the ILO and by several UN Entities and national authorities to participate in youth employment and migration events, present the results, good practices and products developed by the joint programmes and the KMF.

The achievements of the Knowledge Management Facilities are briefly discussed below.

## **Outcome 1: Knowledge is developed in the key areas of focus of the JPs on YEM**

### ***Output 1: Research products on YEM issues developed and disseminated***

A Needs Analysis questionnaire was developed and sent to YEM teams in order to identify areas of interest, gaps and innovative practices of the JPs. Existing tools, manuals and documents relevant to the technical areas of the JPs were collected and reviewed in order to identify research gaps on YEM issues.

A research programme was established in the area of youth labour migration. This was identified and implemented jointly with the IOM and the UNICEF. Given the lack of information on trends on youth labour migration, the Convener and the above-mentioned two UN Entities conducted a series of national analysis on youth employment and migration. The nine country papers were complemented by two regional studies (in Asia and Sub-Saharan Africa) that were funded by the ILO.

The analyses and findings of these studies were furthered by a global review of youth labour migration data, literature and research. These were used for the preparation of the nine country briefs and a thematic report that are described below.

The *Trends in Youth Labour Migration* report was completed during the reporting period. This report takes into account the findings of the above-mentioned briefs, as well as, national and regional studies. It sheds light on the benefits relating to work of young migrants and the risks associated with irregular migration. Key findings from this report were shared during the International Youth Day event in NYC that was co-organized by the United Nations Secretariat (DESA) and the ILO, with the support of the Millennium Development Goals Achievement Fund Secretariat (MDG-F). During this event other UN Agencies shared information from recent research and analysis in the area of youth migration. This product was published in English.



*Nine country briefs on youth employment and migration* (Albania, Bosnia and Herzegovina, China, Ecuador, the Philippines, Serbia, Tunisia, Turkey and Peru), started during the first year of the project's implementation (see progress report 1 and 2) were completed. The conclusion of the nine country briefs implied a rigorous work based on the information provided by each Joint Programme on the youth migration status in its country. The 9 briefs are available in the form of a four page brief.



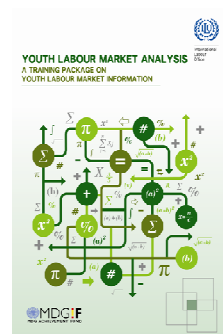


## ***Output 2: Gender-sensitive tools for managing youth employment and migration initiatives developed and published***

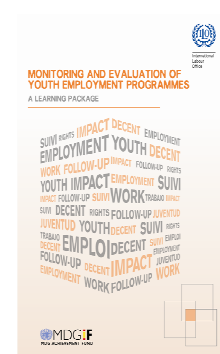
Based on the areas identified by the JPs through the NA questionnaire for the regional workshops, 3 training modules were developed and finalized with the feedback from the MDG-F Secretariat and the JPs during the no-cost extension period: “Youth labour market analysis: A training package on youth labour market information”; Monitoring and evaluation of youth employment programmes: A learning guide”; and “Joint programming on youth employment and migration: A training guide” (see description below).

These products were developed to respond to the request of support by the programme managers of the JPs for the development of a set of generic tools that would strengthen the sustainability of country-level interventions. Another specific need of programme managers revolved around the development of a methodological guide for the design and implementation of youth employment and migration programmes (see progress report 2). The modules were published in the English and Spanish languages. An interactive CD was designed and produced in order to gather, in a user-friendly format, all of the products developed by the JPs.

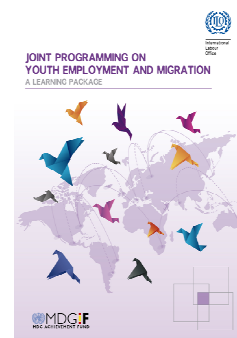
The ***“Youth labour market analysis: A training package on youth labour market information”*** provides guidance on the data required and how they may be analysed for the assessment of youth employment at national level. A comprehensive analysis of the youth labour market is vital for the design of sound and evidence-based youth employment policies. This material can be used as a reference tool by the staff of labour market institutions; it addresses the needs of analysts of worker and employer organisations, and of independent researchers wishing to undertake data collection and analysis on national youth employment. The package is organized into two areas: Module 1 deals with data requirements and availability; and Modules 2 to 6 deals with data analysis and evaluation. This publication is available in the English and Spanish languages.



The ***“Monitoring and evaluation of youth employment programmes: A learning guide”*** introduces the methods and tools commonly used to monitor and evaluate programmes for the promotion of youth employment. The guide is designed for self-learning and as a guide for managers of youth employment programmes. The content of the publication can also be used to develop training sessions to introduce the basic concepts of monitoring and evaluation of employment programmes to different audiences. The learning material is divided into two parts: Monitoring – offers a guide to monitoring the performance of youth employment programmes and measuring short-term programme outcomes-; and Evaluation – deals with evaluation approaches and techniques to estimate the impact of a programme. This guide is available in English, French and Spanish.



The “*Joint programming on youth employment and migration: A training guide*” is an important tool for the design, monitoring and evaluation of youth, employment and migration joint programmes. It provides a toolkit with examples templates and suggestions to manage all the steps of the joint programme cycle, from design to evaluation, as well as guidance on the technical areas underpinning youth employment and migration programmes. The guide has been developed as reference tool for officials and programme managers of international, national, governmental or nongovernmental organizations, as well as technical cooperation experts interested in joint programming. The publication is structured in three parts: (i) joint programming design; (ii) joint programming implementation; and (iii) joint programming monitoring and evaluation. This guide is available in the English and Spanish languages.



The methodological work for the development of the “*Guide on profiling system*” was undertaken during the reporting period (i.e. last year of project implementation). A first draft is available and will be completed by the Convener with own funds.

### ***Output 3: Good practice stemming from JP implementation identified, systematized and disseminated***

The YEM-KMF partnered with national teams to identify and document innovative, promising and replicable practices throughout the life of the joint programmes. Each team was required to compile the practices that had proven effective during joint programme implementation in promoting decent work opportunities for youth and in the management of youth migration. These practices were shared among peers during knowledge sharing activities promoted by the YEM-KMF (two regional and one global workshops organized by the Facility for joint programme teams in Budapest, Lima and Punta Cana).

Two JPs that showed a good practice in their implementation were invited to participate and present their practice in the ILO Youth Employment Forum that took place on May 2012.

The most innovative national practices were invited to participate in the good practices on youth employment platform ([www.youthpractices.org](http://www.youthpractices.org)). Practices registered in this platform are assessed and scored by an assessment committee composed of experts on youth employment. This platform is an opportunity for these practices to be recognized, disseminated and possibly replicated in other countries.

Practices identified by national teams were used as a basis for the elaboration of the *Good practices on youth employment* publication. This publication was completed during the reporting period. This publication contains a review of 14 practices that have proven effective during joint programme implementation in promoting decent work opportunities for youth and in the management of youth migration. These practices were identified based on a set of criteria that included: relevance, effectiveness, impact, efficiency, sustainability, innovation and replicability.





They summarize the results achieved, the lessons learned as well as scaling up and replication potential. The practices are organized in five areas – enhancement of the knowledge-base to shape youth employment and migration policies, design of policies and action plans for youth employment; good governance and policy design for youth migration, targeted youth employment interventions and migration services and programmes – and accompanied by country summary notes that provided basic facts about the joint programme and the country of implementation. This publication is available in English.

## **Outcome 2: The knowledge developed on youth, employment and migration is shared across UN agencies and national teams**

### ***Output 1: Information and data on the implementation of the YEM joint programmes collected, systematized and disseminated through the e-platforms***

During the reporting period, the collection and dissemination of knowledge and information of knowledge and information on key global and regional trends in youth labour markets across the 15 programmes was pursued.

*A KMF on YEM website* was created in order to collect and share key tools and documents on youth employment and migration developed by the Facility. The information is constantly updated and it is provided in a user-friendly manner. The 5 publications developed by the Facility, as well as 9 country briefs, were in the website for dissemination.

*An interactive CD* containing all documents, videos, tools and manuals produced by the Joint Programmes was produced. This interactive CD includes a search tool by category and key word in English and Spanish.

*Teamworks* is a social networking platform that enables UN organizations and their external partners to leverage the collective knowledge of communities, individuals, programmes and projects. The MDG-F developed a knowledge management system based on "Teamworks" in order to facilitate knowledge exchange through interactions among people. The YEM window had its own space in Teamworks, where documents and tools related to the working areas and themes implemented through the JPs, and information on the different activities of the KM facility were shared.

## ***Output 2: Three workshops (2 multi-country and one global event) organized to share the knowledge acquired during JPs' implementation***

The knowledge-sharing work focused on the establishment of a community of practice. Three workshops were organized to share knowledge, lessons learnt and good practice; provide policy tools developed by various national and international partners; and exchange lessons on how to ensure the sustainability of results.

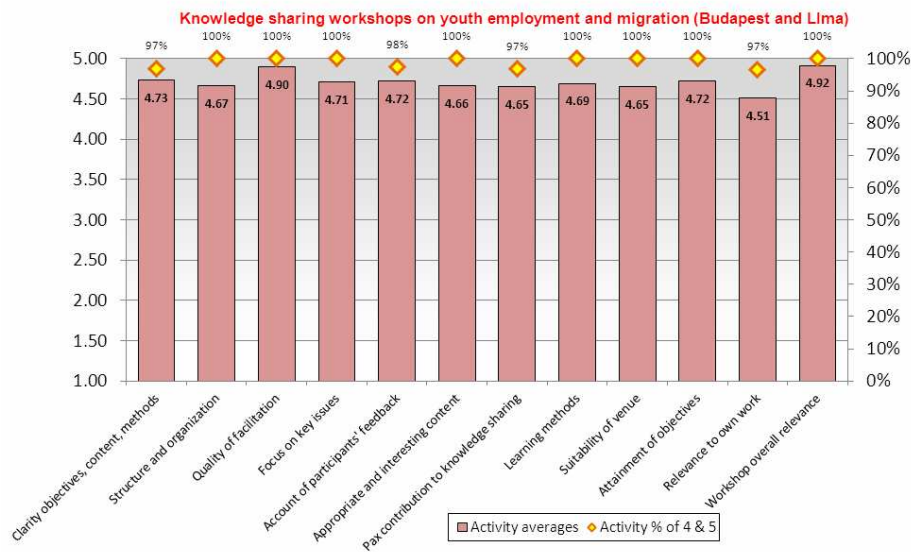
*An inter-regional knowledge-sharing workshop* was held in Hungary from 2 to 4 March 2011 for the JPs of Albania, Bosnia and Herzegovina, China, the Philippines, Serbia, Sudan, Tunisia and Turkey. The workshop hosted 16 participants and 10 representatives of other UN Agencies and of national partners.

*A regional knowledge sharing workshop* took place in Peru from 13 to 5 April 2011 and saw the participation of the JPs of Costa Rica, Ecuador, Honduras, Nicaragua, Paraguay and Peru. A total of 26 persons participated to the workshop (12 participants and 14 representatives of other UN agencies and national partners).

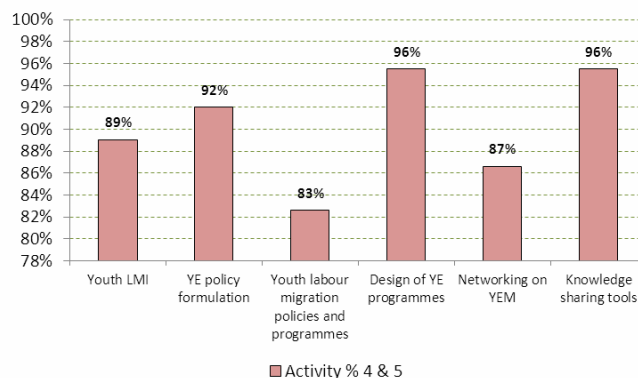
The workshops were instrumental for national teams to: i) share information on the objectives and activities of their JPs; ii) discuss achievements and challenges arising from implementation; iii) share the tools and learning material developed, as well as national practices and lessons learnt; iv) identify the features of the knowledge management facility to be used for sharing information, material and tools, and v) agree upon the topics to be discussed during the technical sessions to be organized through the E-Helpdesk.

The workshops focused on a number of common technical areas, namely youth employment and migration indicators and labour market information; youth employment and migration policies and plans of action; design and implementation of youth employment programmes; knowledge-sharing network. The training material developed for the workshop (interactive presentations, training modules, country case studies, as well as results of market place and peer assistance activities) was posted on the knowledge management facility (Teamworks) for easy retrieval. The final report of the workshop was also made available to participants.

All the participants expressed total satisfaction for the workshop (see results of validation questionnaires that are included in the report of the workshops). These workshops were assessed as well structured and organized (100 per cent of participants in both workshops). The relevance of the workshop, the quality of facilitation, the technical content covered and the learning methods used scored the highest in appreciation (100 per cent of attendants in both workshops). Participants considered the knowledge-sharing activities (peer assist, case studies and innovative practices) as the most useful parts of the workshops and suggested that these be continued on the electronic platform. The results of the validation exercises are illustrated in the figure below.



The most relevant topics covered by the workshops, following the appraisal of the participants were the design of youth employment programmes and the knowledge sharing tools (see next Figure).



Following the previous knowledge-sharing workshops that took place in 2011, a *Global knowledge-sharing workshop* was organized by the KMF to share knowledge and tools developed by the joint programmes. JPs teams were given the opportunity to share their overall experience in the technical areas covered by the respective JP, but also in the implementation, monitoring and evaluation of joint programmes. The workshop - organized in Dominican Republic from 29 to 31 October, 2012 – conveyed the representatives of national teams in a final round of knowledge sharing activities and discussion on the results attained. A total of 19 participants, representing the joint programmes of Albania, Bosnia and Herzegovina, China, Costa Rica, Ecuador, Honduras, Nicaragua, Paraguay, Peru, the Philippines, Serbia, Tunisia and Turkey attended the global workshop.



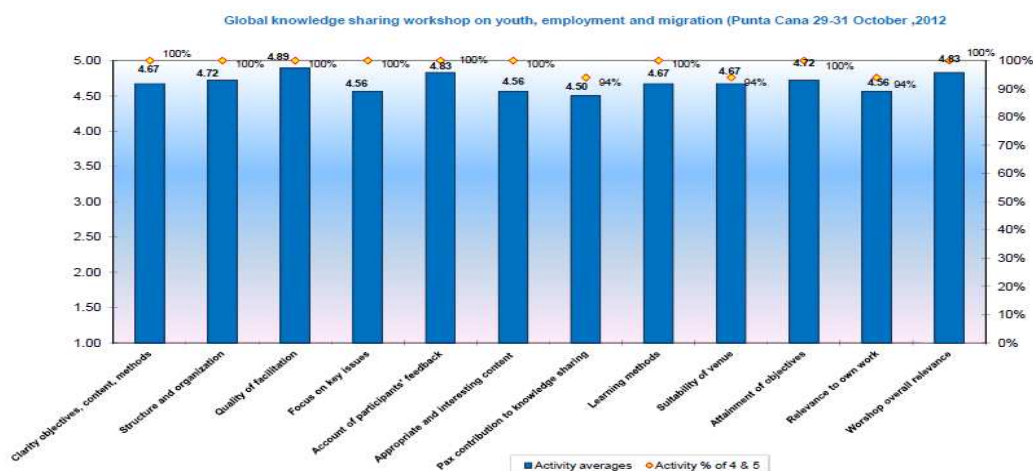
The objectives of the global workshop were to:

1. Share the knowledge gained during the implementation of the joint programmes;
2. Discuss good practices and lessons learnt; and
3. Exchange views on how to ensure the sustainability of achievements and maintain the YEM global community of practice.

The workshop used a participatory approach, which allowed for the exchange of information and experience among participants and between participants and facilitators. It was delivered through a blend of participants' presentations and knowledge-sharing activities (marketplace, Pecha Kucha, peer assist, consensus building and brainstorming) designed to create a positive learning environment. Each session of the workshop centred on one or more interactive activities with participants fully in charge of their learning experience.

At the end of the workshop, participants were asked to provide a detailed assessment of the training and organizational aspects of the workshop. The workshop was assessed as well structured and organized, with clear objectives and content aligned to the needs of participants. Participants particularly appreciated the workshop content and the learning methods and techniques used (100 per cent of participants). Participants also gave high marks to the relevance of the workshop, the objectives set and the quality of facilitation (100 per cent of attendants, with averages around 4.8 points on a scale of 5). Participants particularly appreciated the time devoted to the discussion on good practices and sustainability issues, as well as lessons learnt in joint programming and youth employment and migration technical areas. During the validation process, participants also underlined the importance of maintaining the community of practice established on youth employment and migration.

### Results of the validation of the workshop



The final activity of the global workshop centred on the drafting of national/local action plans. Most of the national action plans envisage the bringing to scale of the programmes and services piloted during the joint programmes – by expanding the territorial coverage of programme/services or by increasing access of individual beneficiaries. Another common area of action was the strengthening of national/local capacity in monitoring the effects of the policies, programmes and services promoted under the aegis of joint programmes. Most action plans envisage a second phase/continuation of the work initiated by the YEM joint programmes. The emphasis was mainly on building on the lessons learnt during JP implementation, streamlining good practices in the operations of partner institutions, embedding sustainability elements in the design phase and establishing closer partnerships with national/local institutions, private sector actors and groups/organizations representing the interests of young people. One idea launched during the workshop was to stay connected through a dedicated Facebook page and/or through a thematic group hosted by the Youth Employment Platform with email alerts.

### *Output 3: Online assistance on key areas of work as well as a virtual forum available throughout JPs' implementation*

**A e-Helpdesk** was set up to provide support to the JPs in the implementation of key activities. It was reachable by email or through the virtual forum and was managed by the technical specialists of the participating agencies. The information produced through the e-helpdesk was regularly collected and transferred to the Teamworks platform. During the regional knowledge-sharing workshops, the members of the JP teams agreed on the technical areas to be part of the E-helpdesk and peer assist and the timeline.

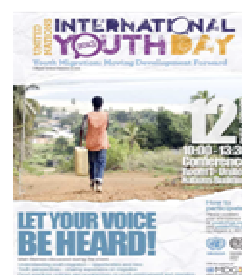
**The Virtual Forum** was established through the Teamworks platform to enable the national teams to interact with each other, exchange information and discuss about the technical areas that were part of the thematic workshops and action-oriented research. The participation in Teamworks, as well as in the YE Platform, was higher than expected. The YEM group had 134 members who were regularly accessing the virtual facilities. The documents most consulted were those from the knowledge-sharing workshops.

Finally, the **E-Newsletter**, which was meant to collect and disseminate key information among the JPs, was deemed not very helpful by the JP teams during the regional knowledge-sharing workshops. This activity was, therefore, cancelled in favour of more activities through online assistance (e-helpdesk and peer-assist among JP members).

## V. OTHER ACTIVITIES AND PRODUCTS

Other activities and products that were implemented during the reporting period, although not part of the workplan included the following:

- i) Participation/organization in a series of **global events** where the JPs on youth employment and migration and the work of the MDG-F were presented, e.g., ECOSOC side event Addressing Youth, Employment and Migration Issues through Joint Programming (February 2013); International Youth Day event on youth migration and development (August 2013).



- ii) Organization of a **video contest on youth employment and migration**: “Youth Labour Migration: Reaping the benefits, minimizing the risks”. More than 40 submissions from all over the world were received in less than a month and the winner was invited to take part in a panel discussion during the event co-organized by MDG-F, UNDESA and ILO to celebrate the International Youth Day in New York, with all expenses covered. All video submissions are available in a video database created by the Facility.



- iii) Holding of an **on-line discussion on youth employment and migration** organized by the ILO’s Decent Work for Youth Platform ([www.decentwork4youth.org](http://www.decentwork4youth.org)) prior to the International Youth Day 2013, introducing the MDG-F initiative. More than 100 young people from all over the world participated in this discussion;



- iv) Production of a **video** introducing the work of the **Knowledge Management Facility of Youth Employment and Migration**. This video was presented during the International Youth Day event;





- v) Development of the website of the **Knowledge Management Facility on Youth Employment and Migration** website. This website contains all products, documents, videos, developed by the Facility <http://www.ilo.org/employment/areas/youth-employment/kmf-yem/lang--en/index.htm>



- vi) Development and dissemination of a **brochure of the Knowledge Management Facility on Youth Employment and Migration** and of an **interactive CD-ROM**. The brochure presented the thematic window on Youth Employment and Migration; the work undertaken by the Knowledge Management (knowledge-sharing tools and knowledge products); and some results of the Joint Programmes on youth employment and migration (policies, programmes and services, 15 joint programmes, products by country). The interactive CD contains all the documents and key tools developed by the Joint Programmes and the final publications produced by the KMF on YEM. The brochure is available from the following website: [http://www.ilo.org/emppolicy/pubs/WCMS\\_218966/lang--en/index.htm](http://www.ilo.org/emppolicy/pubs/WCMS_218966/lang--en/index.htm)



- vii) Development and dissemination of an **info-graphic** that explains in a youth-friendly manner the global employment trends for youth 2013, in English, French and Spanish. This info-graphic is available from [http://www.ilo.org/emppolicy/pubs/WCMS\\_221484/lang--en/index.htm](http://www.ilo.org/emppolicy/pubs/WCMS_221484/lang--en/index.htm)



## Annex I: Results framework

Ongoing	Completed	Not completed																
Annual Targets	Activities	Y 1			Y 2				Y 3				Y 4			Expenditure USD	Items	
		2	3	4	1	2	3	4	1	2	3	4	1	2	3			
<b>Outcome 1. Knowledge is developed in the key areas of focus of the JPs on YEM</b>																		
<b>Output 1.1. Research products on YEM issues developed and disseminated</b>  <b>Targets</b> <i>11 research products on YEM at national (9), regional (1) and global (1) level carried out and published on YEM priority topics</i>	<b>1.1.1 Review exiting tools, manuals and documents that are relevant to the technical areas of the JPs</b> 1.1.1a Prepare a Needs Analysis (NA) questionnaire to identify areas of interest, gaps and innovative practices 1.1.1b Send NA questionnaire to YEM teams to identify key areas of interest of the JPs 1.1.1c Review filled-in questionnaire with identified key areas of interest of the JPs 1.1.1d Collect exiting tools, manuals and documents relevant to the technical areas of the JPs 1.1.1e Review material gathered for relevance to JPs needs																25'000	KS Officer
	<b>1.1.2 Identify research gaps on YEM issues</b> 1.1.2a Screen NA questionnaire to identify recurrent gaps and issues in technical areas 1.1.2b Prioritize gaps identified by macro-categories (statistics, policy, institutions, programmes, advocacy and awareness) and sub-categories																20'000	KS Officer
	<b>1.1.3 Consult with national teams and get advice on priorities stemming from the gaps identified under activity 1.1.2</b>																18'000	KS Officer
	<b>1.1.4 Together with the participating Agencies, develop research programme focusing on the identified priority topics (national and regional reports)</b> 1.1.4a Develop research agenda for global report on youth migration and time plan to be discussed with MDG-F Secretariat and partner agencies 1.1.4b Prepare detailed terms of reference for national and regional reports 1.1.4c Commission and prepare of national and regional reports 1.1.4d Provide comments and feedback to first draft of national and regional reports 1.1.4e Finalization of national reports																40'000	Research studies
	<b>1.1.5 Undertake research on the priority topics (global report)</b> 1.1.5a Prepare detailed terms of reference for global report																40'000	Consultant (guidelines and



	<p><b>1.2.5 Collect manuals, working papers and other tools produced by participating agencies as part of JPs' implementation /other initiatives.</b></p> <p>1.2.5.a Collect (through the NA questionnaire) manuals working papers and other material produced by JP</p>																		16'000	KS Officer			
<p><b>1.3. Good practice stemming from JP implementation identified, systematized and disseminated</b></p> <p><b>Targets</b></p> <p><i>Publications describing national good practices in each of the country of JP implementation prepared and distributed via web and during workshops</i></p>	<p><b>1.3.1. Collect good practice examples among JP national teams both at distance and during the implementation of technical workshops (good practices publication)</b></p> <p>1.3.1.a Screen NA questionnaire to collect good practice examples among JP national teams</p> <p>1.3.1b Preparation of background papers by national team on good practice</p> <p>1.3.1c Review background papers prepared by national YEM teams to extract good practice examples</p> <p>1.3.1d Summarize good practice examples collected and systematize them for presentation and retrieval</p> <p>1.3.1e Continuously update good practice examples on e-platform</p>																		20'000	KS Officer			
																				10'000	Consultant (guidelines and tools plus editor and designer)		
																					12'000	Printing (sundries)	
																					4'000	Miscellaneous	
	<p><b>1.3.2. Develop a web-space for the review and scoring of good practices gathered among the JPs</b></p> <p>1.3.2.a Develop a web-based platform for the review and scoring of good practices gathered among the JPs</p> <p>1.3.2.b Review and scoring of most innovative national practices by national teams</p>																						
	<p><b>1.3.3. Identify the most innovative national practices and disseminate them for knowledge sharing and visibility purposes.</b></p> <p>1.3.3.a Review scoring to identify three most innovative national practices</p> <p>1.3.3.b Confirm with MDG-F three most innovative practices</p> <p>1.3.3.c Disseminate three highest scoring practices for knowledge sharing and visibility purposes.</p>																						
	<p><b>1.3.4 Prepare progress reports as follow-up of the KMS activities</b></p>																				15'000	KS Officer	
	<p><b>1.3.5 Give visibility to the MDG-F bringing two JPs, which showed good practice in their implementation, including through the Youth Forum of the ILO</b></p>																					10'000	Travel
<b>Sub-total outcome 1</b>																			<b>394'500.00</b>				

Annual Targets	Activities	Y 1			Y 2				Y 3				Y 4				
		2	3	4	1	2	3	4	1	2	3	4	1	2			
<b>Outcome 2. The knowledge developed on youth, employment and migration is shared across UN agencies and national teams</b>																	
<b>2.1. Information and data on the implementation of the YEM joint programmes collected, systematized and disseminated through the e-platforms</b>  <b>Target</b>  <i>Key youth employment indicators disseminated among the countries of implementation of the JPs;</i>  <i>Youth employment indicators under MDG 1 disseminated for all countries of JPs implementation</i>	<b>2.1.1 Share the data and information that is regularly collected by the JPs</b>															18'000	KS Officer
																6'000	Consultant
	<b>2.1.2 Organize and constantly update data, information and tools provided the JPs in a user-friendly manner</b>															18'000	KS Officer
																7'000	Consultant (documents)
	<b>2.1.3 Regularly post data, information and tools on the e-platforms</b>															16'000	KS Officer
																6'000	Consultant
<b>2.2. Three workshops (2 multi-country and one global event) organized to share the knowledge acquired during JPs' implementation</b>  <b>Target</b>  <i>At least 10 background papers on good practices at national level prepared</i>  <i>Two multi-country workshop conducted</i>	<b>2.2.1. Identify key issues to be discussed by JPs during the multi-country workshops</b>															10'000	KS Officer
	<b>2.2.1.a</b> Screen the NA questionnaire to identify for each key area of work of the JP the specific items to be discussed in the thematic workshops (2 workshops/7JPs)																
	<b>2.2.1.b</b> Check and prioritize the items of interests for each area of work with the national teams																
	<b>2.2.2 Collect studies, tools and other material produced by the JPs to be made available during the workshops and through the e-platform</b>															13'000	KS Officer
	<b>2.2.2a</b> Collect and screen the papers, research and other materials collected through the NA questionnaires to identify the key ones to be disseminated during the workshops and the e-platform																

One global event carried out

One final text on good practices, and lessons learnt in JPs implementation published

3 national practices awarded for innovation

<p><b>2.2.3 In cooperation with the MDG-F Secretariat, provide guidelines and support for the preparation of background papers that describe innovative practices being explored by each JP</b></p> <p>2.2.3a Collect background papers that describe innovative areas being explored by each JP</p> <p>2.2.3b Review and systematize background papers on good practices for final users and posting on e-platform</p>		16'000	KS Officer
<p><b>2.2.4 Screen the background papers to identify the most innovative interventions</b></p>		10'000	KS Officer
<p><b>2.2.5 Design and organize two multi-country training workshops to discuss and share knowledge and experience on common issues, areas of work and innovative practices (regional workshops)</b></p> <p>2.2.5a Prepare annotated draft agenda for the thematic workshops</p> <p>2.2.5b Finalize agenda, design workshop sessions, recruit facilitators and post background material (on thematic areas and good practices) on the e-platform</p> <p>2.2.5c Finalize administrative arrangements for the workshop</p> <p>2.2.5 d Prepare draft of workshop proceedings for comments and feedback</p> <p>2.2.5e Finalize workshop proceedings and post them on e-platform</p>		69'000	Seminars (multi-country workshops)
<p><b>2.2.6 In collaboration with the national teams, organize a global knowledge-sharing event to discuss the lessons learnt and good practice emerging from the implementation of the JPs (workshop)</b></p> <p>2.2.6 a Collect and systematize materials, lessons learnt and good practices among YEM national teams for presentation and discussion at the global workshop</p> <p>2.2.6b Prepare draft annotated agenda for global workshop</p> <p>2.2.6c Finalize agenda, workshop sessions, recruit facilitators and post background material on the e-platform</p> <p>2.2.6d Finalize administrative arrangements for the workshop</p> <p>2.2.6e Prepare and finalize global workshop proceedings</p>		49'500	Seminars
<p><b>2.2.7 Systematize good practices, research papers and lessons learnt in JPs implementation in a publication for broad dissemination</b></p> <p>2.2.7a Draft annotated table of contents for final publication</p> <p>2.2.7b Screen JP summative evaluation reports to extract information to be included in final publication</p>		4'000	Consultant (editing)



