



IV Lead Country Meeting

Lusaka, Zambia, December 7-8, 2009

Benchmarking Tools and Best Practices in Youth Employment

IV Lead Country Meeting

Benchmarking Tools and Best Practices in Youth Employment

Table of Contents

Executive Summary	3
1. Introduction.....	6
2. Background on the Lead Country Network.....	8
3. Objectives and expected results	11
4. Results of training sessions on benchmarking tools	11
4.1. Reporting on Youth Labor Market Indicators: Benchmarking tool I	12
4.1.1. Description of benchmarking tool and selected indicators	12
4.1.2. Key points discussed during the training sessions	15
4.1.3. Points raised by participants	17
4.2. Reporting on Policy and Institutional Progress: Benchmarking tool II.....	18
4.3. <i>Award for the Best Report</i>	19
5. Best practices in youth employment.....	20
5.1. Investing in youth employment: why?.....	20
5.2. Investing in youth employment: how?	21
6. Future of the Lead Country Network and next steps.....	23
6.1. Future Activities of the Network	23
6.2. Concrete Next Steps and Timeline	24
7. Observations on the meeting and remarks from the evaluation.....	25

8. Annex.....	26
8.1. YEN Lead Countries	26
8.2. List of Participants	28
8.3. Meeting Agenda	31
8.4. Preliminary Report of Zambia on Policy and Institutional Progress.....	33
8.5. Products of the Youth Employment Network	36
8.6. Participants' Evaluation.....	38

Figures:

Figure 1: YEN's revised Lead Country Network.....	9
Figure 2: Map of YEN Lead Countries (as of December 2009)	9
Figure 3: Topics of interest to discuss: mind map.....	23

Tables:

Table 1: Youth Labor Market Indicators.....	13
Table 2: Output sheet of the excel template: Indicators computed based on data from Indonesia....	14
Table 3: Some data sources in countries attending the session	16
Table 4: Counteracting labor market barriers for young people	21

In the Annex:

Table A. 1: Current YEN Lead Countries, by year of accession and renewal of status.....	26
Table A. 2: Former Lead Countries that have not renewed their status (as of December 2009)	27
Table A. 3: List of Participants to the Fourth Lead Country Meeting.....	28
Table A. 4: Agenda of the Fourth Lead Country Meeting	31
Table A. 5: Report of Zambia on Policy and Institutional Progress	33

IV Lead Country Meeting

Benchmarking Tools and Best Practices in Youth Employment

Executive Summary

The Lead Country Network is a vehicle for the promotion of employment opportunities for young people around the world. It is comprised of a diverse group of countries that have committed to tackling the youth employment challenge at the highest level. It was instituted in 2001 as the flagship product of the Youth Employment Network (YEN), the joint policy response of the UN, the World Bank, and the ILO towards a better integration of young people into the labor market.

In 2009, the YEN Secretariat revised the configuration of the Lead Country Network, introducing a new framework of benefits and commitments. The revision is a significant effort to transition from general advocacy to well defined products. Benefits for lead countries are outlined in an improved portfolio of services that seek to support lead countries in the design and implementation of measures to counteract youth employment barriers. The services include: technical assistance from YEN and its core partner agencies, particularly as regards to monitoring and evaluation, capacity building on how to engage youth in employment initiatives, support in devising fund-raising strategies, and access to information and worldwide best practices through meetings of member countries.

Commitments of lead countries to the network are chiefly expressed through active participation in establishing benchmarks for successful youth employment policies and programs. Building on discussions with lead countries representatives and YEN's core partner agencies, the YEN Secretariat selected two areas for benchmarks, namely: *youth labor market indicators* and *youth employment measures and institutional framework*. These are complementary areas that will provide an overall panorama of the labor market conditions of youth and steps taken by the governments to better integrate this population into employment.

In the area of youth labor market indicators, YEN identified – in consultation with its core partner agencies – a set of eight indicators lead countries should report on. First, a group of indicators mapping youth in the labor market, which comprise: distribution of youth by primary activity, youth unemployment rate, relaxed youth unemployment rate, and youth employment-to-population ratio. Second, a group of indicators mapping 'employed' youth in the labor market, including: status of young workers in employment, distribution of employed youth by sector, and mean earnings for wage and salaried workers. And last, one indicator – the educational attainment of youth labor force – that connects education outcomes to the labor market.

In the area of employment measures and institutional framework, YEN identified a number of topics that will reflect the actions taken by the government in the promotion of youth employment opportunities. They include information on policies to promote full, productive and freely chosen employment for young people; mechanisms to monitor progress and ensure coordination among key institutions; characteristics of National Action Plans on youth employment or any other related policy effort; as well as features of active labor market programs implemented in the country.

Two benchmarking tools have been designed to facilitate information gathering on the aforementioned areas. The tools aim at providing lead countries a clear instrument to (i) report to YEN and peer lead countries on the employment conditions of youth; (ii) support countries diagnostics and assessments of youth in the labor market; (iii) review past efforts and their potential effect on youth; and (iv) identify key gaps and intervention needs. The benchmarking tools are directly linked to other country commitments – from knowledge sharing to open communication channels with the YEN Secretariat.

The first benchmarking tool is an integrated excel template that allows users to input data and compute youth labor market indicators. The tool provides a quantitative perspective of the challenges and conditions of youth in the labor market and when the data is gathered for several periods of time it can offer a measure of progress. Input data consists of country demographic information (e.g. total population, number of youth in the country) as well as labor market information (e.g. total number of employed population, total number of 'young' employed population). Data collection entails a review of sources and definitions. It is important to be aware of the strengths and limitations of the different data sources and document key pieces of information when reporting to YEN.

The second benchmarking tool is a questionnaire to gather information on youth employment policies and programs designed and implemented in a particular country during a reference period. The questionnaire complements the labor market indicators with qualitative information on youth employment actions in the country. This narrative information can contextualize the data and provide further insights of the youth employment characteristics and challenges in countries with low data availability.

There are 17 lead countries under the revised Network, which have agreed with the described new framework of benefits and commitments. The group of countries consists of 14 former lead countries that renewed their status during 2009, namely: Democratic Republic of Congo, Ecuador, Egypt, Ghana, Indonesia, Jamaica, Mali, Nigeria, Rwanda, Senegal, Sri Lanka, Syria, Togo, and Turkey. In addition, interest and lobbying efforts made possible the accession of three new lead countries: Liberia, Tanzania, and Zambia.

In order to formally introduce the new configuration of the Network and to provide training in the use of the benchmarking tools, YEN organized the Fourth Lead Country Meeting, which took place in Lusaka, Zambia, on 7-8 December 2009. The YEN in collaboration with the Government of Zambia, the International Labour Office, and the Commonwealth Secretariat, and with financial support from the Department of Works and

Pension of the United Kingdom, organized the Fourth Lead Country Meeting entitled *“Benchmarking Tools and Best Practices in Youth Employment”*.

The meeting served as a platform for the presentation of the revised framework of benefits and commitments of member countries. Training in the benchmarking tools was combined with sharing of evidence-base practices in youth employment interventions as well as experiences from lead countries and other participants in the devise and implementation of policies and programs aiming to improve labor market conditions of young people. The meeting brought together YEN focal points – government officials – of 13 lead countries, as well as youth employment practitioners from YEN’s core partner agencies – the World Bank, the ILO and the UN – and the Commonwealth Youth Programme.

Key results of the meeting comprise a common understanding of the revised framework of benefits and commitments and agreement with corresponding reporting responsibilities. Lead country focal points acknowledged the work of the YEN in improving the portfolio of services to the countries, in particular its focus on monitoring and evaluation and knowledge sharing on what works to improve the labor market conditions of youth in developing contexts. In addition, focal points agreed to submit benchmarking reports in spring 2010, aiming to meet again and discuss the combined results in fall 2010.

IV Lead Country Meeting

Benchmarking Tools and Best Practices in Youth Employment¹

1. Introduction

The Youth Employment Network (YEN), in collaboration with the Government of Zambia, the International Labour Office (ILO), and the Commonwealth Secretariat, and with financial support from the Department of Works and Pension of the United Kingdom, organized a meeting of YEN Lead Countries featuring training and discussions on “Benchmarking Tools and Best Practices in Youth Employment”. It was held at the Taj Pamodzi Hotel, in Lusaka, Zambia, on December 7 – 8, 2009.

The meeting was the fourth in a series of Lead Country Meetings organized by the YEN Secretariat to provide a platform of information sharing among policymakers and stakeholders of the member countries. The first meeting, entitled “Youth Employment, Empowerment and Participation: Securing the Future”, was held in Lübeck, Germany, and co-organized by the Dräger Foundation, the German Agency for Cooperation GTZ, and the YEN Secretariat. It studied the impact of youth employment on poverty reduction and brought together numerous stakeholders, including policymakers, youth, academics, and international organizations.

The second meeting took place in Jamaica, during fall 2005, featuring the role of the network as key provider of support and information on design and implementation of employment measures for youth. The third meeting was held in Geneva, in June 2008, under the title “Establishing Benchmarks for successful Youth Employment Policies/Programmes”. It was designed to initiate a discussion on benchmarking National Action Plans (NAPs) in order to monitor performance and identify some specific indicators that provide countries with targets to aim for. It concluded with the commitment from the YEN Secretariat on coming up with specific benchmarking tools that will in the future support lead countries in their analysis of the labor market for youth and take informed policy decisions.

The 2009 Lead Country meeting built on the discussions held in previous meetings and the responsibilities acquired in 2008. Its main objective was therefore to introduce the components of a revised Lead Country Network and present the benchmarking tools designed to facilitate monitoring of youth employment issues. In this context, YEN focal points – government officials – from lead countries received training in the use of the benchmarking tools, their relevance and use in policymaking. In parallel, the meeting served

¹ This report was prepared by Susana Puerto, YEN task leader for the lead country network, with inputs from Markus Pilgrim and Drew Gardiner, from the YEN Secretariat.

as a platform for policymakers and youth employment practitioners to discuss and share experiences in the devise and implementation of policies and programs aiming to improve labor market conditions of young people.

The meeting brought together YEN focal points as well as youth employment practitioners from YEN's core partner agencies – the World Bank, the ILO and the UN – and the Commonwealth Youth Programme. Local representatives from other international organizations also joined the event.

This report assembles the main discussions and major results of the Fourth Lead Country Meeting. It starts by presenting brief background information on the Lead Country Network and the changes that led to the main theme of this year's meeting: the YEN Benchmarking Tools. Later, it summarizes the meeting's discussions, key training sessions, conclusions, and next steps. Pictures from the event have been published [here](#).

The report has eight sections, including this introduction. Section 2 provides a brief background on the Lead Country Network, its recent revision and outlook. Section 3 summarizes meeting's objectives and expected results. Section 4 presents key information delivered in the training sessions on benchmarking tools and reporting recommendations. Section 5 summarizes the information provided on best practices in youth employment, including key factors for success in the design and implementation of active labor market interventions for youth. Ideas from the last brainstorming session on specific topics of interest and activities of the network as well as concrete next steps are drawn in Section 6. Facilitators' observations on the meeting and remarks from participants' evaluations are provided in Section 7. An Annex with further information is shown in Section 8.



Participants of the 4th Lead Country Meeting, Lusaka, Zambia, December 7-8, 2009.

2. Background on the Lead Country Network

The Lead Country Network is the flagship product of YEN's activities aiming to foster governments' engagement in the development and promotion of improved youth employment opportunities. It was introduced in 2001 to recognize countries who have committed to tackling the youth employment challenge at the highest level. The number of Lead Countries increased rapidly from five in 2002 to 21 in 2008.

A recent thorough assessment of the Lead Country Network indicated important opportunities to improve its effectiveness and results. Consistently, in early 2009 the YEN Secretariat initiated a revision of the network, in particular as regards to its framework of benefits and commitments and YEN's future focus on monitoring and evaluation of youth employment initiatives.² The objective of the revision was four-fold:

1. To improve the portfolio of services offered to lead countries,
2. To establish benchmarks for successful youth employment interventions,
3. To make member countries accountable for their lead country status, and
4. To maintain an open channel of communication between the YEN Secretariat and the lead countries.

The first objective was achieved through a redesigned set of benefits offered to member countries, such as: technical assistance in the development of youth employment initiatives, capacity-building on developing youth participation in youth employment initiatives, support in devising fund-raising strategies for youth employment programs, and access to experiences and good practices from other countries.

The abovementioned benefits are balanced with a number of responsibilities from the countries, which aim at fulfilling the remaining objectives of the revision. These responsibilities involve: regular reporting of YEN benchmarking tools, the development of youth employment initiatives that materialize the country's commitment with the network, knowledge sharing on recent youth employment experiences, and a continuous contact with the YEN Secretariat through responsive government focal points. Figure 1 displays the framework of benefits and commitments in relation to the stated objectives.

During the course of 2009, former lead countries were invited to renew their status and restate their commitment with the network under the new scheme. Sixty-seven percent of former lead countries (14 out of 21) renewed their status, namely: Democratic Republic of Congo, Ecuador, Egypt, Ghana, Indonesia, Jamaica, Mali, Nigeria, Rwanda, Senegal, Sri Lanka, Syria, Togo, and Turkey. Interest and lobbying efforts made possible the accession of three new lead countries – Liberia, Tanzania, and Zambia – adding up to 17 lead countries in total, as displayed in Figure 2.³

² Further information on the revised Lead Country Network, its rationale and additional details on the framework of benefits and commitments can be accessed [here](#).

³ Tables A.1 and A.2 in the Annex list current and former lead countries with information on year of accession, status renewal, focal institution, and focal person.

Figure 1: YEN's revised Lead Country Network

Revision's Objectives

1. To improve the portfolio of services offered to lead countries.
2. To establish benchmarks for successful youth employment interventions.
3. To make member countries accountable for their lead country status.
4. To maintain an open channel of communication between the YEN Secretariat and the lead countries.

Framework of Benefits and Commitments

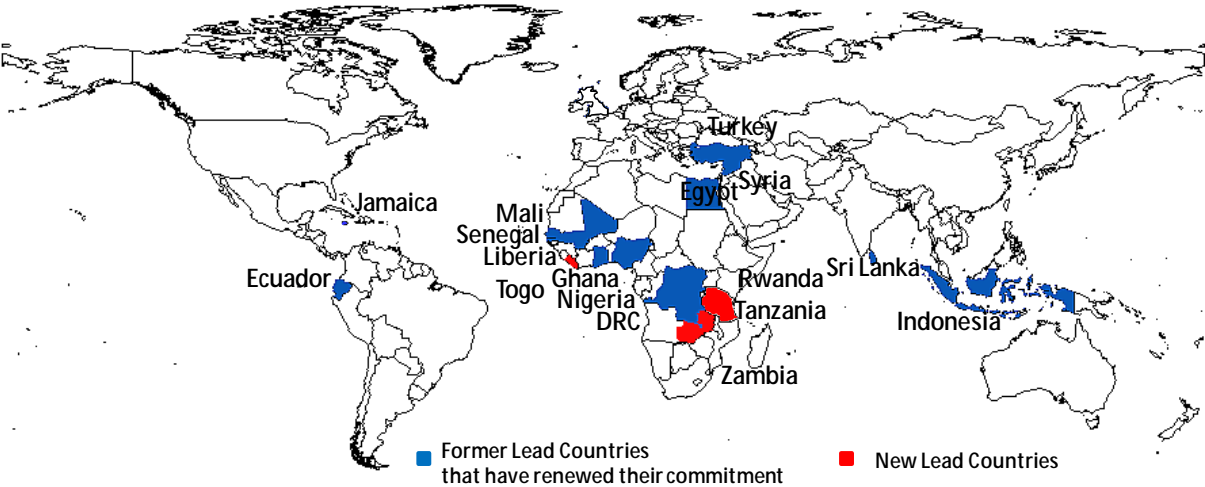
Benefits for YEN Lead Countries:

1. Technical assistance in the development of youth employment initiatives with a strong focus on Monitoring and Evaluation (M&E).
2. Capacity-building on how to engage youth in national youth employment initiatives.
3. Support in devising fund-raising strategies for youth employment programmes.
4. Participation in regular Lead Country Meetings and peer reviews.

Commitments from YEN Lead Countries:

1. Annual reporting on benchmarking tools (i.e. youth labour market indicators and policy and institutional achievements).
2. Sharing key youth employment documents with other Lead Countries and the YEN Secretariat.
3. Identifying a responsible agency for national youth employment initiatives and name a technical YEN focal person.
4. Developing action plans and other significant and strategic initiatives to mainstream youth employment at the national level.

Figure 2: Map of YEN Lead Countries (as of December 2009)



The YEN benchmarking tools, directly linked to the second objective of the revision, are the result of an in-depth consultation with lead countries, who during the Third Lead Country Meeting, held in June 2008, identified the need for better monitoring and evaluation of youth employment initiatives that can translate into adequate diagnostics of the labor market conditions and effective policies and programs.⁴

On this basis, the YEN Secretariat selected two areas for benchmarks:

1. **Youth labor market indicators** and
2. **Youth employment measures and institutional framework.**

These areas are complementary in providing a picture of where lead countries stand as regards to youth employment. Corresponding benchmarking tools are:

An integrated excel template that allows users to input data (demographics and labor market data for young people) and produce a set of eight labor market indicators (listed in Table 1). It provides a quantitative perspective of the challenges and conditions of youth in the labor market and when the data is gathered for several periods of time it can offer a measure of progress.

A questionnaire to gather information on youth employment policies and programs designed and implemented in a particular country during a reference period (e.g. National Action Plans for youth employment, Active Labor Market Programs (ALMPs)⁵, etc). The questionnaire provides a qualitative and narrative measure of progress at the policy and institutional level.

In the future, lead countries will use these benchmarking tools to annually report to the YEN Secretariat and peer member countries the situation of youth in their labor market. Training in the rationale and use of the tools as well as on the analysis of the information is therefore key to ensure both compliance with the reporting responsibilities and future application of the tools in policymaking.⁶

Hence YEN conducted a pilot training workshop on the benchmarking tools in Jakarta, Indonesia, in late July 2009. The pilot aimed at introducing the revised configuration of the network and examining the feasibility and potential challenges faced by lead countries in reporting to YEN. The pilot brought one substantial lesson: while it is feasible to report on

⁴ The report on the Third Lead Country Meeting can be accessed [here](#).

⁵ ALMPs counteract high unemployment and labor market barriers by improving employability of their beneficiaries. They include a wide range of measures such as: skills training (and retraining), public works projects, wage subsidies, and job search assistance, among others. They differ from "passive" labor market programs such as unemployment insurance or social transfers designed to mitigate the financial hardships of the unemployed.

⁶ Non-compliance with the reporting responsibilities will ultimately lead to the loss of Lead Country status. For detailed information on the sanction scheme linked to the reporting commitments please see the revised network's brochure [here](#).

the benchmarking tools (data exists and are available), there is a need for further collaboration among government agencies in sharing information and experiences.⁷

Building on the pilot experience in Indonesia, the YEN Secretariat invited all focal points to receive training during the Fourth Lead Country Meeting in Lusaka, Zambia. The results of this meeting and corresponding discussions on the benchmarking tools are summarized in the following sections.

3. Objectives and expected results

The objectives of the Fourth Lead Country meeting were:

- To introduce the revised configuration of the Lead Country Network,
- To present the YEN benchmarking areas and tools in detail and discuss their rationale and potential for informed policy-making,
- To train participants on how to use the benchmarking tools for reporting to YEN,
- To provide information on worldwide best practices in youth employment, and
- To facilitate the sharing of experiences among participants.

Expected results of the meeting included:

- Clear expectations on the revised configuration of the Lead Country Network,
- Homogenized definitions across countries for the benchmarking tools,
- Identified sources of information for the benchmarking tools,
- Identified benefits and challenges in reporting to YEN, and
- Defined timeframe and responsibilities for the submission of reports.

In order to fulfill the abovementioned objectives, the meeting covered key topics, from the YEN benchmarking tools to interactive discussions on evidence-based practices on youth employment. A detailed agenda of the event is displayed in the Annex (section 8.3, Table A. 4).

4. Results of training sessions on benchmarking tools

In order to establish benchmarks for successful youth employment policies and programs, YEN selected two areas of interest: (i) youth labor market indicators and (ii) youth employment measures and institutional framework. The corresponding benchmarking tools for the selected areas are an excel template to compute labor market indicators and a questionnaire to gather information on policy and institutional progress made on youth

⁷ For further information on the pilot training, see the final report [here](#).

employment at the country level. This section presents the benchmarking tools and key discussions held during the meeting.

4.1. Reporting on Youth Labor Market Indicators: Benchmarking tool I

4.1.1. Description of benchmarking tool and selected indicators

The first benchmarking tool to depict the youth labor market conditions in lead countries is [an integrated excel template](#) (excel worksheet) for the computation of labor market indicators. The excel template – designed in collaboration with the TRENDS Unit of the ILO – receives information on demographics and labor market data for youth and automatically computes the selected indicators, providing a quantitative perspective of the employment challenges and conditions of youth in a given country.

The selected eight youth labor market indicators, covering issues such as employment, earnings, and education, are displayed in Table 1. In order to avoid imposing costly collection of new data and to use existing data wherever possible, selected indicators draw on the Millennium Development Goals (MDG) employment-related indicators as well as a few other indicators commonly used to track progress on youth employment. The indicators are designed to:

- Provide relevant and robust measures of progress towards the targets of the MDGs.
- Be clear and straightforward to interpret and provide a basis for international comparison.
- Be broadly consistent with other global lists and avoid imposing an unnecessary burden on country teams, governments, and other partners.
- Be based, to the greatest extent possible on international standards, recommendations, and best practices.
- Be constructed from well-established data sources, quantifiable, and consistent, enabling measurement over time.

It is recommended that all indicators be disaggregated by sex, youth age cohorts (15-19 and 20-24 year old), educational level, and rural/urban location *whenever possible*. Progress can be measured by undertaking trends analysis of these indicators, comparing indicators on an annual basis against those at an earlier period.

Lead countries' focal points are required to use the excel template for reporting to YEN. It requires basic data on the number of youth under different categories (e.g. primary activity, employment status, sector of work, etc) and then uses this input to calculate the indicators. Table 2 (below) provides an example of indicators computed through the excel template with input data from Indonesia's labor force surveys of 2000 and 2007. The excel template has a section with in-depth information on each indicator. This section provides detailed information on concepts and rationale for use of the indicator, method of computation, relevant International Conference of Labour Statisticians (ICLS) resolutions and guidelines as well as other international classifications, sources of data and data collection, comments and limitations.

Table 1: Youth Labor Market Indicators

Indicator	Rational, definition, and formula	
Indicators mapping youth in the labor market		
Indicator 1: Distribution of youth by primary activity	<p>It captures the full extent of activity options of youth, delineating between active and inactive economic activities. It includes: employed and unemployed <i>within active</i> and discouraged, in school, and other <i>within inactive</i>.</p> $\% \text{ employed youth} = \frac{\text{number of employed youth}}{\text{youth population}} \cdot 100$ $\% \text{ unemployed youth} = \frac{\text{number of unemployed youth}}{\text{youth population}} \cdot 100$	$\% \text{ discouraged youth} = \frac{\text{number of discouraged youth}}{\text{youth population}} \cdot 100$ $\% \text{ youth in school} = \frac{\text{number of youth in school}}{\text{youth population}} \cdot 100$ $\% \text{ other inactive youth} = \frac{\text{number of other inactive youth}}{\text{youth population}} \cdot 100$
Indicator 2: Youth unemployment rate	<p>The indicator is the best-known and most used labor market indicator. It gives a measure of the inability of an economy to generate employment for young persons who are not employed but are available and actively seeking work.</p>	$\text{Youth Unemployment Rate} = \frac{\text{number of unemployed youth}}{\text{number of employed} + \text{unemployed youth}} \cdot 100$
Indicator 3: Relaxed youth unemployment rate	<p>It is a measure of the unutilized youth labor potential. It adds to the standard measure of unemployed those who are not technically unemployed because they do not meet the active job search criteria but who would like to work.</p>	$\text{Youth Unemployment Rate} = \frac{\text{number of unemployed} + \text{discouraged youth}}{\text{number of employed} + \text{unemployed youth}} \cdot 100$
Indicator 4: Youth employment-to-population ratio	<p>It is an MDG-related indicator, which is the proportion of a country's working-age and young population that is employed. It is a measure of the youth that could work and are working.</p>	$\text{Youth employment to population ratio} = \frac{\text{number of employed youth}}{\text{youth population}} \cdot 100$
Indicators mapping employed youth in the labor market		
Indicator 5: Status of young workers in employment	<p>It refers to the proportion of the employed population classified as: wage and salaried workers, employers, and household enterprise workers. The later is the most vulnerable one, comprising own-account and contributing family workers.</p> $\% \text{ wage \& salaried youth} = \frac{\text{number of wage \& salaried youth}}{\text{number of employed youth}} \cdot 100$	$\% \text{ employers} = \frac{\text{number of employers}}{\text{number of employed youth}} \cdot 100$ $\% \text{ household enterprise youth} = \frac{\text{number of household enterprise youth}}{\text{number of employed youth}} \cdot 100$
Indicator 6: Youth employment by Sector	<p>Aggregate sectors include agriculture, industry, and services. Employment in each sector implies differences in terms of pay, job attachment, and work conditions. Changes over time inform on possible areas of economic growth.</p> $\% \text{ employed youth in agriculture} = \frac{\text{number of youth working in agriculture}}{\text{number of employed youth}} \cdot 100$	$\% \text{ employed youth in industry} = \frac{\text{number of youth working in industry}}{\text{number of employed youth}} \cdot 100$ $\% \text{ employed youth in services} = \frac{\text{number of youth working in services}}{\text{number of employed youth}} \cdot 100$
Indicator 7: Mean earnings for wage and salaried workers	<p>Earnings relate to remuneration in cash and in kind paid to employees, as a rule at regular intervals, for time worked or work done together with remuneration for time not worked. It gives an idea of job quality.</p>	$\text{Earnings} = \text{direct wages and salaries} + \text{remuneration for time not worked} + \text{bonuses} + \text{gratuities} + \text{housing and family allowances}$
Indicator linking education and the labor market		
Indicator 8: Educational attainment of youth labor force	<p>It reflects the levels and distribution of the knowledge and skills base of the youth labor force. It provides an indication of the capacity of countries to achieve social/economic goals. It is the % of youth that have achieved certain education level (primary, secondary and tertiary)</p>	

Table 2: Output sheet of the excel template: Indicators computed based on data from Indonesia

LEAD COUNTRY NETWORK

REPORTING ON YOUTH LABOR MARKET INDICATORS

INDONESIA

	Level in year 1 2000	Level in year 2 2007	Absolute change 2007-2000	Relative change 2007/2000-1 (in %)
--	----------------------------	----------------------------	---------------------------------	---

Indicators mapping youth in the labor market

1 Distribution of youth by primary activity				
Employed	39.14	39.00	-0.133	-0.34
Unemployed	13.14	11.85	-1.290	-9.81
Discouraged	1.71	3.44	1.735	101.52
In School	29.64	30.77	1.130	3.81
Other Inactive Youth	16.37	14.93	-1.442	-8.81
2 Youth unemployment rate				
	25.14	23.31	-1.833	-7.29
3 Relaxed youth unemployment rate				
	28.41	30.08	1.670	5.88
4 Youth employment to population ratio				
	39.14	39.00	-0.133	-0.34

Indicators mapping employed youth in the labor market

5 Status of Young Workers in Employment				
Wage and salaried young workers	38.28	39.39	1.113	2.91
Household enterprise young workers	54.52	53.01	-1.510	-2.77
-of which individual own-account workers	44.98	44.31	-0.667	-1.48
-of which contributing (unpaid) family workers	55.02	55.69	0.667	1.21
Young Employers	7.21	7.61	0.397	5.50
6 Youth Employment by Sector				
% of employed youth in agriculture	37.61	35.53	-2.077	-5.52
% of employed youth in industry	24.99	24.03	-0.954	-3.82
% of employed youth in services	37.40	40.43	3.031	8.10
7 Mean or average earnings for wage and salaried workers				
	NA	623,502	#VALUE!	#VALUE!

Indicators linking education and the labor market

8 Educational attainment				
% of youth labour force with less than primary schooling	6.29	6.30	0.007	0.11
% of youth labour force with primary schooling	30.17	28.18	-1.993	-6.61
% of youth labour force with secondary schooling	62.05	63.91	1.863	3.00
% of youth labour force with tertiary schooling	1.49	1.61	0.123	8.24

4.1.2. Key points discussed during the training sessions

Training in labor market indicators was divided in two sessions, one focusing on introducing the selected indicators and outlying main definitions and rationale. The second session focused on computation and analysis of the information.

Twenty key variables were identified as essential to produce the desired youth labor market indicators, namely:

- (1) The number of economically active (labor force) youth population.
- (2) The number of employed youth.
 - (3) The number of wage & salaried young workers (employees).
 - (4) The number of young employers.
 - (5) The number of young own-account workers.
 - (6) The number of young contributing family workers.
 - (7) The number of young workers in agriculture.
 - (8) The number of young workers in industry.
 - (9) The number of young workers in services.
 - (10) The average wages or earnings of young workers.
- (11) The number of unemployed youth.
- (12) The youth labor force with less than primary level education.
- (13) The youth labor force with primary level education.
- (14) The youth labor force with secondary level education.
- (15) The youth labor force with tertiary level education.
- (16) The number of inactive (outside the labor force) youth.
 - (17) The number of discouraged youth.
 - (18) The number of in school youth.
 - (19) The number of youth inactive for other reason (housework, disabled, etc.)
- (20) Total youth population (sum of (1) and (16)).

These 20 variables can be found in different sources, such as:

- Household-based surveys, which gather information directly from individuals. They include: population census, labor force surveys, and income and expenditure surveys.
- Surveys of establishments, which gather information from companies. They include: establishment surveys of production, employment and earnings surveys, and occupational employment and vacation surveys.
- Administrative records, from public or private institutions. They include: employment office records (public or private), educational enrolment data, migration records, and social security records.
- Official estimates.

A review of data sources in lead countries and other countries attending the meeting indicates the computation of the selected indicators is feasible. Table 3 summarizes some sources available since 1996. Countries with significant lack of data are encouraged to report based on figures commonly used by the government and also to seek information from multilateral organizations that regularly collect data through tailored surveys, such as the Core Welfare Indicator Questionnaire (CWIQ) of the World Bank. Another source of information – that will mainly serve as a proxy – is the national youth employment programs, which often collect characteristics of young beneficiaries.

Table 3: Some data sources in countries attending the session

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Congo, Democratic Republic of					OE					CWIQ				
Ecuador	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS
Ethiopia	FB	FB	FB	LFS, FB				LFS	LFS	LFS				
Ghana		CWIQ	LSS	LFS	PC			CWIQ						
Guyana		LFS				LFS	PC							
India	FB	FB	FB	FB	LFS (sample survey), FB	FB	FB	FB	LFS (sample survey), FB	FB	FB	FB		
Indonesia	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS
Jamaica			LFS					LFS	LFS			LFS		
Liberia												CWIQ		
Mali		LFS				CWIQ			LFS					
Nigeria									LSS	CWIQ				
Rwanda	LFS					LFS, CWIQ	PC	CWIQ						
Senegal							LFS				LFS			
Solomon Islands				PC										
Sri Lanka	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS	LFS
Tanzania						LFS					LFS			
Togo														
Zambia	LCS		LCS		PC			LCS		LFS				

Notes:

FB: Employment office records

LCS: Living conditions survey

LFS: Labor force survey

LSS: Living standards survey (World Bank)

OE: Official estimates

PC: Population census

CWIQ: Core welfare indicator questionnaire (World Bank)

During the data collection process, it is important to be aware of the strengths and limitations of the different data sources. No single data source can meet all needs. As different sources can (validly) provide differing estimates, it could be useful to report them all as they may provide (complementary) information on different facets of a problem. Descriptive information on sources and type of data is an important piece of the reports, ensuring adequate interpretation of the indicators.

4.1.3. Points raised by participants

The relaxed unemployment rate

Indicator 3, the relaxed unemployment rate, was reformulated to consider the youth labor force as the base. Accordingly, the denominator should be sum of employed and unemployed youth (i.e. Youth labor force) instead of young population as a whole. This formulation ensures a complementary value of the indicator in interpreting the unemployment rate (indicator 2).

Definition on youth

Several participants raised concerns regarding the various definitions of youth used across lead countries. While the general definition includes people 15 to 24 year old, some countries expand the range from 12 to 30 and in some cases to 35 years of age. The concern regards the interpretation and comparability of indicators across countries.⁸

It was agreed that each focal points will (i) report based on whichever definition is official in their countries and (ii) clearly state the underlying youth definition. As this is a pilot exercise, what is important is to initiate the reporting activities, raise awareness on the importance of having tangible measures of the labor market conditions for youth, and connect focal points and other government officials with sources of data, methods of computation, and data analysis.

Data disaggregation

Gender and economic sector disaggregation was suggested by participants during the session. This as well as other categories of disaggregations (e.g. location, age groups, and education level) are highly recommended, whenever possible. The excel template provides space to fill in information on young men and women.

In addition, lead countries are encouraged to cross data among indicators to obtain even more meaningful information. For instance, crossing indicators 5 and 6 can provide a pretty good picture of what are the most vulnerable economic sectors – i.e. those with higher percentage of household enterprise workers.

Underemployment

Participants point out there is no indicator directly measuring underemployment. According to the Sixteenth International Conference of Labour Statisticians (October 1998), “underemployment reflects underutilization of the productive capacity of the employed population, including those which arise from a deficient national or local economic system. It relates to an alternative employment situation in which persons are willing and available to engage.” While the current indicators selected for the benchmarking exercise do not include a strict measure of time-related

⁸ While this should not greatly affect most of the youth unemployment measures, the size of the age group may influence the measure of the young unemployed as a percentage of total unemployment. Other things being equal, the larger the age group the greater will be this percentage.

underemployment, as defined in the resolution, there are other proxy measures that will, in this pilot stage, give us an idea of underutilized labor capacity, such as the relaxed unemployment rate.

4.2. Reporting on Policy and Institutional Progress: Benchmarking tool II

The second benchmarking tool is a [questionnaire](#) to collect information on policies, programs, and institutional arrangements that support the promotion of youth employment in lead countries. The objective of the questionnaire is to complement the labor market indicators with qualitative information on youth employment actions in the country. This narrative information can contextualize the data and provide further insights of the youth employment characteristics in countries with low data availability.

The questionnaire covers the following topics:

- YEN focal point agency and person in the country.
- Policies to promote full, productive and freely chosen employment for young people.
- Measures to promote youth employment within the framework of a coordinated economic and social policy.
- Mechanisms to monitor progress toward full, productive and freely chosen employment for young people.
- Mechanisms to ensure coordination among key institutions on the promotion of youth employment.
- Mechanisms to consult youth (and youth organizations) in the formulation and execution of youth employment measures.
- Features of the country's NAPs for Youth Employment, if existent.
- Status of youth employment in any other national development plans or strategies.
- Features of active labor market programs implemented in the country.
- Major achievements and challenges on youth employment in the country.
- Sources of further information for the YEN Secretariat and peer lead countries.

The questionnaire requires specific and detailed information on the above topics. Examples of specific information include facts on relevant legislation (such as acts, laws, bills, demonstrations, etc), main institutional arrangements, key stakeholders, availability of evaluations of policies and/or programs, etc. There is a limit of 250 words per specific question. Table A. 5 (Annex, Section 8.4) provides a real example with information from Zambia. It is important to note the example is still preliminary and requires further descriptions, facts, and information.

4.3. Award for the Best Report

The YEN Secretariat recognizes the commitment and effort of its focal points in reporting to the network. As an incentive for high quality reports that are able to overcome as best as possible latent information barriers, the YEN Secretariat offers an award to the best report.

The award consists of a fellowship to a training course on labor markets and youth employment provided by one of YEN's core partner agencies.

Selection criteria comprise:

- a Reporting on time, based on the agreed timeline outlined in section 6.2.
- a Submitting both reports (the template on labor market indicators and the questionnaire on policy and institutional progress).
- a Ability to collect demographic and labor market data under information constraints.
- a Detailed information that complements and explains computed youth labor market indicators.
- a Relevant, detailed, and descriptive information in the questionnaire on policy and institutional progress on youth employment.
- a Ability of the focal point to partner with other institutions to gather the necessary information for the reports.

5. Best practices in youth employment

Training and information sharing on best practices in youth employment provided participants decisive factors for success in the design and implementation of measures such as entrepreneurship/microcredit schemes, vocational training programs, and public works programs. Classroom training in best practices was complemented with a site visit to a youth employment program in Lusaka and an interactive discussion on the microcredit scheme of the Commonwealth Youth Program. This section summarizes main remarks from the session on best practices, particularly on why it is relevant to increase/improve spending in youth employment measures and how. A number of interventions are suggested as well as design and implementation features that have led to better employment conditions for youth.

5.1. Investing in youth employment: why?

Young people face challenging transitions on their way towards adulthood. The transition to work has proven to be one of the toughest, limiting the opportunities of youth to decent and productive jobs. Recent global labor market trends with regard to youth⁹ indicate there are an estimated 1.2 billion young people aged between 15 and 24 years globally (an increase of 17 percent compared to 1995), that is 25 percent of the world's working-age population. Ninety percent of them live in developing economies.

In addition, worldwide, youth unemployment is high (about 12 percent in 2007) and almost three times higher than the adult unemployment rate. Youth unemployment rates in developing countries amount to 15 percent with very large differences by region and country. These figures, however, do not adequately describe the situation in many countries where underemployment, precarious informal jobs, and unpaid family work are not measured. A likely better proxy for the youth employment challenge is the youth working poverty rates which indicate the share of young working poor in total youth employment. About one in five young people in developing countries who are working make less than USD 1 per day.

These facts point to the high vulnerability of young people to enter and stay in the labor market. This vulnerability is fueled by lack of work experience among youth, a relatively high likelihood of working in part-time and informal jobs, and high willingness for (and probability to receive) low wages. This situation is magnified during crises and in the event of negative shocks, as young workers are often the first to lose their jobs. As a result, investing in youth employment is key to tackle a problem that can easily cause social and economic instability.

⁹ The following figures correspond to information from: ILO, *Global Employment Trends*, Geneva 2008; ILO, *Global Employment Trends for Youth*, Geneva 2008; and World Bank, *World Development Report 2007*.

5.2. Investing in youth employment: how?

A first step to invest in youth employment is to identify the most prominent labor market barriers that are restricting the integration of youth into employment in a certain country or target area. The second step is to explore potential interventions to address the desired barriers. In this context, this subsection summarizes some of the most common labor market barriers for youth as well as potential interventions. In addition, based on international experience, it outlines key factors that have determined the success of different measures in improving employment and earnings of young people.

Table 4 identifies five barriers critical for the labor market integration of youth. *First*, technical and non-technical **skills mismatches** between the skills demanded by employers and those that youth have. Policy actions to counteract this mismatch entail facilitating access to training, fostering an enabling environment for an improved training sector, and providing ALMPs that are able to reach the most disadvantaged. Comprehensive training programs that provide youth with an integrated package of services, from in-classroom to on-the-job training and from financial to in-kind incentives have been effective in improving employment prospects and earnings of youth.

Second, incomplete (imperfect) information that leads to **poor matching** among labor supply and demand. Matching failures have great incidence among youth who often lack relevant information and access to networks that can help them find the right job for their skills. Employment and intermediation services have been effective match-makers through updated records on vacancies and jobseekers qualifications. Some intermediation programs have successfully provided unemployment subsidies contingent on participation in job search assistance courses.

Third, **poor signaling** that results from failure in information systems. Youth are often unable to get across (or 'signal') the information on their skills and qualifications to employers. Skill certification systems / frameworks are able to counteract this asymmetry in information and convey a precise idea of the education level and skills of jobseekers to employers. Accreditation and certification from training providers is also useful to assess the skills of youth that went through a less formal education path.

Fourth, **lack of entrepreneurial capital**. Self-employment is a common path for young people located in areas of insufficient labor demand. It is also a common employment option in times of crises. The lack of capital to realize and maintain entrepreneurial initiatives is therefore an important barrier to facilitate the integration of the most disadvantaged into employment. It includes human capital in the form of entrepreneurial skills, social capital in the form of networks, and financial capital for start-ups or expansion of current businesses. Entrepreneurship schemes that offer skills training, mentoring, and access to credit have been regarded as a good practice in many developing countries.

Table 4: Counteracting labor market barriers for young people

Labor market barriers	Potential interventions	Some key success factors of selected interventions
Technical, General, Life skills mismatch	Comprehensive training programs	<ul style="list-style-type: none"> • Demand-driven model for disadvantaged youth; • Classroom training and work experience in basic and specific trades, life skills, job search assistance, counseling, and support services; • Incentives to ensure youth and employers participation; and • Public bidding system.
	Second chance education programs	
Poor matching	Employment services (intermediation)	<ul style="list-style-type: none"> • Targeting (long-term unemployed, youth); and • Job placement assistance combined with sanction schemes (unemployment benefits).
	Online matching services	
Poor signaling	Skill certification systems / frameworks	<ul style="list-style-type: none"> • Incrementalism: Employing an incrementalist approach rather than a radical break with previous qualifications systems; • Consensus and compromise: Operating on the basis of trust to ensure public and professional credibility; • Building blocks: Partial frameworks as building blocks for the establishment of a broader, more comprehensive framework; and • Policy breadth: Availability of assessment systems, adequate (re)training of teachers, established sectoral organizations.
	Accreditation from training firms	
Lack of entrepreneurial capital	Training in entrepreneurial skills	<ul style="list-style-type: none"> • Demand-driven programs; • Targeting and screening mechanisms in place; • Private sector and NGOs participation in design and delivery; • In-classroom and on-the-job training; • Access to finance; and • Support services
	Mentoring	
	Access to credit	
Insufficient labor demand	Public work programs	<ul style="list-style-type: none"> • Defined timing and conditions; • Identified infrastructure investment needs; • Demand-driven programs (local level); • Self-targeting (adequate wage setting); • High labor intensity; • Combine with other ALMPs and exit strategies; and • Targeting can be tailored to returning migrants.
	Wage subsidies, for low productivity workers	

Note: Table assembled based on Betcherman *et al.* (2007), Puerto and Sanchez Puerta (2008), and Cunningham (2009).

Five, a common employment barrier for youth is the **lack of labor demand** necessary to absorb involuntary unemployment, particularly among youth. While there are several factors (e.g. crises, macroeconomic issues, employment rigidity, etc) that may play a role in hampering the demand for labor, it is key to seek strategies to incentivize employers, for instance by reducing the labor costs (through wage subsidies) or providing income maintenance services (through public works programs).

As shown in Table 4, demand-driven programs are a common factor for success across the spectrum of potential interventions. This implies, on one hand, open consultation with employers, training providers, and local communities in the design phase of the interventions to ensure relevance in training and services as well as local buy-in. On the other hand, it involves public-private partnerships and competitive mechanisms in the delivery of the programs to ensure quality and broader scope. Another factor of success widespread across interventions is the comprehensive approach. Programs that combine different types of services seem to be more effective in improving labor market outcomes of young people.

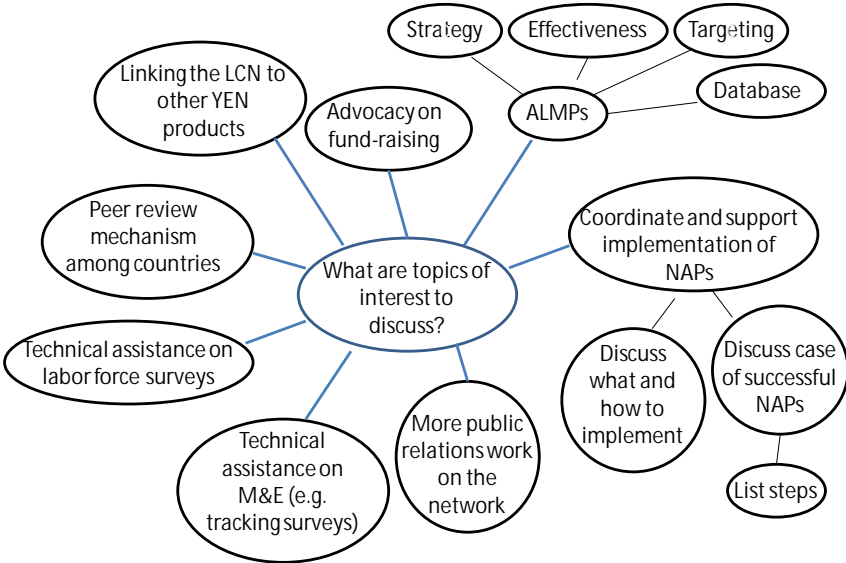
6. Future of the Lead Country Network and next steps

6.1. Future Activities of the Network

The last session featured a brainstorm on topics of interest to discuss in the network. Figure 3 displays the mind map of the talk, which evolves around four primary topics:

- ALMPs and information on best practices,
- NAPs on youth employment,
- Technical assistance on Monitoring and Evaluation (M&E) of youth employment measures and the development and elaboration of labor force surveys, and
- The development of a peer review mechanism among countries.

Figure 3: Topics of interest to discuss: mind map



Additional topics discussed during the session include more public relations work on YEN, stronger links between the lead country network and other YEN initiatives¹⁰, and advocacy on fund-raising. While all topics are key to address the broad youth employment challenge, it was recognized that competitive advantages of YEN lie on the dissemination and promotion of best practices, including M&E of youth employment policies and programs. Technical assistance on labor force surveys, for instance, is rather the expertise of core partners, such as the ILO and the World Bank.

Participants interested in best practices on ALMPs were encouraged to consult the Youth Employment Inventory, an initiative of the World Bank, YEN and GTZ that documents information and evaluation evidence from over 300 youth employment projects and programs around the world. See <http://go.worldbank.org/WDRJKPO6D0> for further information. Assistance to YEN lead countries in the development and implementation of NAPs will be further discussed with YEN focal point at the ILO. For further information on NAPs it is recommended to consult the ILO guide to support countries in NAPs preparation at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_116007.pdf.¹¹

6.2. Concrete Next Steps and Timeline

- 1) **Report of the meeting.**
Responsible: YEN
Timeline: end December 2009
- 2) **Deadline for Lead Countries to report to YEN.**
Responsible: Focal points
Timeline: February 26 2010
- 3) **Announcement of award for best report.**
Responsible: YEN
Timeline: March 15 2010
- 4) **Compiled report on benchmarking tools.**
Responsible: YEN
Timeline: May 2010
- 5) **Fifth Lead Country Meeting**
Responsible: YEN
Timeline: summer/ autumn 2010

¹⁰ For further information on YEN's products please consult the Annex, section 8.5.

¹¹ The following is the link for the Spanish version of the ILO's NAP Guide:
http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_116010.pdf

7. Observations on the meeting and remarks from the evaluation¹²

Active participation:

One major achievement of the meeting was the good level of participation from attendees. Training sessions led to fruitful discussions on main challenges and ways to improve reporting responsibilities. YEN focal points were highly committed to report in the agreed timeframe.

In addition, at the local level, the meeting attracted key stakeholders from several institutions in Zambia. Their keen participation praises Zambia's recent entry into the lead country network and encourages the government to work cooperatively towards better employment opportunities for youth.

Very good (content, trainers, and organization):

In general, the evaluation of the meeting was very satisfactory. It was informative and reached its objectives and expected results. Some key facts:

- According to the evaluation, 60 percent of participants thought the meeting was overall excellent and the remaining 40 percent thought it was good.
- Instructors were also well rated with 48 percent of participants grading them as excellent and 52 percent as good.
- As regards to the preparation of the meeting, 64 percent thought it was excellent, 32 percent good, and 4 percent fair.

Time too short:

A recurring comment in the evaluation of the meeting was the lack of time for discussions and to allow for more in-depth training. Participants suggest expanding the meeting to three to five days.

¹² See Annex, section 8.6 for further information on participants' evaluation.

8. Annex

8.1. YEN Lead Countries

Table A. 1: Current YEN Lead Countries, by year of accession and renewal of status

Lead Countries, by year of accession and renewal of status

	Country	It first joined the network in:	Date of status renewal	YEN Focal Institution	YEN Focal Person	Title
1	Democratic Republic of Congo	May-05	May-09	Min. of Employment & Social Affairs	Mrs. Alice MIRIMO KABETSI	International Cooperation Advisor
2	Ecuador	Jul-05	Aug-09	Ministry for Labour Relations	Mrs. Pamela AGUIRRE	Manager, Gender and Youth Unit
3	Egypt	Mar-03	Jun-09	Ministry of Manpower	Mrs. Mervat WAHBY	Director General of the International Labour Department
4	Ghana	Nov-08	May-09	Ministry of Youth and Sports	To be appointed	
5	Indonesia	Mar-02	Jul-09	Ministry for Economic Affairs	Mr. Komara DJAJA	Secretary Coordinating Minister for Economic Affairs
6	Jamaica	Aug-05	Nov-09	Jamaica Employers' Federation	Mr. Ricardo BIGGS	Management & Information Systems Executive
7	Liberia	Aug-09	New	Ministry of Youth and Sports	Mr. Sam HARE	Deputy Minister for Youth Development
8	Mali	Mar-04	Jun-09	Agency for the Promotion of Youth Employment	Mr. Ali KEBE	Director, Department of Prospecting, Promotion and Evaluation
9	Nigeria	Nov-04	Jun-09	Federal Ministry of Youth Development	Mr. Luka Jonathan MANGSET	Department of Enterprise Development and Promotion
10	Rwanda	Jun-04	May-09	Youth Employment Promotion - Ministry of Public Service and Labour	Mr. Emmanuel BIGENIMANA	Youth and Women Employment Promotion Program Coordinator
11	Senegal	Jan-03	Jun-09	National Agency for Youth Employment	Mr. Abdou Khafor TOURE	General Director

Lead Countries, by year of accession and renewal of status

	Country	It first joined the network in:	Date of status renewal	YEN Focal Institution	YEN Focal Person	Title
12	Sri Lanka	Mar-02	Sep-09	Ministry of Youth Affairs	Mrs. Nilanthi SUGATHADASA	Additional Secretary (Development)
13	Syria	Jun-05	May-09	Ministry of Social Affairs and Labour	Mr. Issa MALDAOUN	Deputy Minister of Social Affairs and Labour
14	Tanzania		New	Ministry of Labor, Employment and Youth Development	Mrs. Joyce SHAIDI	Director of Youth Development
15	Togo	Jun-05	Jul-09	Office of the Prime Ministry	Mrs. Nathalie Manzinèwè BITHO	State Secretary for Youth and Youth Employment
16	Turkey	2006	May-09	Ministry of Labor and Social Security	Mr. İzamettin EKER	Head of Foreign Relations Department
17	Zambia	Aug-09	New	Ministry of Sport, Youth and Child Development	Mr. Teddy MULONGA	Permanent Secretary

Table A. 2: Former Lead Countries that have not renewed their status (as of December 2009)

	Country	It first joined the network in:
1	Azerbaijan	Feb-03
2	Brazil	Sep-03
3	Georgia	2006
4	Iran	Jan-04
5	Namibia	Apr-02
6	Uganda	Sep-05
7	United Kingdom	2005

8.2. List of Participants

Table A. 3: List of Participants to the Fourth Lead Country Meeting

	Name	Country	Title	Institution	Email Address	Telephone Number
<i>Lead Country focal points (sorted by country)</i>						
1	Mrs. Alice MIRIMO KABETSI	DRC	International Cooperation Advisor	Min. of Employment & Social Affairs	alice_mirimo@yahoo.fr	Mobile: +243 81 50 40 783
2	Mrs. Pamela AGUIRRE	Ecuador	Manager, Gender and Youth Unit	Ministry for Labour Relations	pamela_aguirre@mintrab.gov.ec	Tel: + 593 2 2509090
3	Mrs. Mervat WAHBY	Egypt	Director General of the International Labour Department	Ministry of Manpower	technicalco.mome@yahoo.com and mervat2020@hotmail.com	Mobile: + 2010 111 41 68
4	Mr. Francis AVURA	Ghana			avurafrancis@yahoo.com	Mobile: 020-8137503
5	Mr. Komara DJAJA	Indonesia	Secretary Coordinating Minister for Economic Affairs	Ministry for Economic Affairs	kdjaja@ekon.go.id	
6	Mr. Ricardo BIGGS	Jamaica	Management & Information Systems Executive	Jamaica Employers' Federation	rbiggs.mis@jamaicaemployers.com and rmbiggs@gmail.com	Tel: + 876 926 6762/5524 Ext.234 Mobile: +876 832 9048
7	Mr. Sam HARE	Liberia	Deputy Minister for Youth Development	Ministry of Youth and Sports	serashare@yahoo.com	Mobile: +231 06 510058
8	Mr. Ali KEBE	Mali	Director, Department of Prospecting, Promotion and Evaluation	Agency for the Promotion of Youth Employment	aly_kebe@yahoo.fr or akebe@apej.org.ml	Tel. 0022366752356
9	Mr. Luka Jonathan MANGSET	Nigeria	Department of Enterprise Development and Promotion	Federal Ministry of Youth Development	mangsetluka@yahoo.com	
10	Mr. Abdou Khafor TOURE	Senegal	General Director	National Agency for Youth Employment	aktoure2000@yahoo.fr and emploi-jeunes@anej.sn	Tel: 774501861 – 338698630
11	Mrs. Nilanthi SUGATHADASA	Sri Lanka	Additional Secretary (Development)	Ministry of Youth Affairs	nilanthi.sugathadasa@yahoo.com	Tel: (direct) 00-94-112689590
12	Mrs. Joyce SHAIIDI	Tanzania	Director of Youth Development	Ministry of Labor, Employment and Youth Development	kazivijana@hotmail.com and joylewa@yahoo.co.uk	
13	Mr. Teddy MULONGA	Zambia	Permanent Secretary	Ministry of Sport, Youth and Child Development		
<i>Other participants</i>						
14	Mrs. Charu BIST	Ethiopia	Regional Coordinator for Youth Employment	ILO Regional Office	bist@ilo.org	Tel: +251 115 44 4115
15	Mrs. Dwynette EVERSLEY	Guyana	Programme Manager, Youth Development	Commonwealth Youth	deversley@cypcaribbean.org	Tel: 011 592 226 8565;

	Name	Country	Title	Institution	Email Address	Telephone Number
				Programme Caribbean Centre (CYPCC)		3105; 3064 EXT.22 Mobile: 011 592 691 0157
16	Mr. Aminul Islam KHAN	India	Programme Manager, Youth Development	Commonwealth Youth Programme Asia Centre	amin@cypasia.net	Tel: + 91 172 2745505 Mobile: +91 9988902202
17	Mr. Chiekh DIAW	Senegal	Chief Inspector for Education of Youth and Sports and M&E Specialist	Ministry of Youth, Sports, & Recreation of Senegal	Cheikhdiaw58@yahoo.fr	Tel: 00 221 825 57 98 Mobile: 00 221 527 24 45
18	Mr. Sushil RAM	Solomon Islands	Programme Manager	Commonwealth Youth Programme - South Pacific Centre	sushil.ram@cypsp.org.sb	Tel: +677 38374 Cell: +677 99790
19	Mr. Dammika N. D. DASSANAYAKE M.	Sri Lanka	Skills Development Officer	Ministry of Youth Affairs	yendammika@gmail.com	Tel: (direct) 00-94-112689590
20	Mr. Kathirgamalingam KETHESAN	Sri Lanka	Skills Development Officer	Ministry of Youth Affairs	kethesen2003@yahoo.com	Tel: (direct) 00-94-112689590
21	Mr. Kenneth CHIPUNGU	Zambia	Minister	Ministry of Sport, Youth and Child Development		
22	Mr. Jealous CHIROVE	Zambia	Senior Technical Advisor	ILO	chirove@ilo.org	Tel: +260 211 252779
23	Mrs. Nellie MUNALA	Zambia	Programme Manager	Commonwealth Youth Programme – Africa Centre	nmunala@cypafrica.org.zm	Tel: + 260 21 1 252733, 252153, 294102/4/6, 294105
24	Mr. Steve NYONDO	Zambia	Programme Officer	Commonwealth Youth Programme – Africa Centre	snyondo@cypafrica.org.zm	Tel: + 260 21 1 252733, 252153, 294102/4/6, 294105
25	Ms. Annie POPOPO	Zambia	Programme Assistant	Commonwealth Youth Programme – Africa Centre	apopopo@cypafrica.org.zm	Tel: + 260 21 1 252733, 252153, 294102/4/6, 294105
26	Mr. James Douglas ODIT	Zambia	CYP Africa Centre Director	Commonwealth Youth Programme – Africa Centre	jodit@cypafrica.org.zm	Tel: + 260 21 1 252733, 252153, 294102/4/6, 294105
27	Mrs. Liseli SIKOTA	Zambia	Public Information Officer	World Bank		
28	Ms. Lotta SYWANDER	Zambia	Country Representative	UNICEF		

Resource people and Organizers

29	Mr. Markus PILGRIM	Switzerland	Manager	Youth Employment Network	pilgrim@ilo.org	Tel: +41 22 799 6673
30	Mrs. Olga Susana PUERTO GONZALEZ	Switzerland	Technical Officer	Youth Employment Network	puerto-gonzalez@ilo.org	Tel: +41 22 799 6584
31	Mrs. Sara ELDER	Switzerland	Economist EMP/TRENDS	ILO	elder@ilo.org	Tel: +41 22 799 6463

	Name	Country	Title	Institution	Email Address	Telephone Number
32	Mr. Rajkumar BIDLA	U.K.	Programme Officer, Youth Affairs Division	Commonwealth Secretariat	r.bidla@commonwealth.int	Tel: +44 (0) 20 7747 6464
33	Mr. Japhet BANDA	Zambia	National Programme Coordinator for Youth Employment	ILO	bandajm@ilo.org and jeffbanda@yahoo.com	Mobile: +260 978 855 646
34	Mr. Gerry FINNEGAN	Zambia	Country Director	ILO	finnegan@ilo.org	Tel: +260 211 252665/252779
35	Ms. Milensu KAPAIFI	Zambia	Youth Employment Assistant	ILO	kapaipi@ilo.org	Tel: +260 211 252779
36	Mr. Victor MENSAN	Zambia	Programme Manager, Youth Enterprise and Sustainable Livelihoods	Commonwealth Youth Programme – Africa Centre	VMensah@cypafrica.org.zm	Tel: + 260 21 1 252733, 252153, 294102/4/6, 294105

8.3. Meeting Agenda

Table A. 4: Agenda of the Fourth Lead Country Meeting

Monday, 7 December 2009	
8.00 – 9.00	Registration
9.00 – 10.00	Presentation of the Program and Round of Introductions <ul style="list-style-type: none">• Markus Pilgrim, Manager, YEN
10.00 – 10.30	<u>YEN's Lead Country Network: Benchmarking and monitoring</u> <ul style="list-style-type: none">• Markus Pilgrim, Manager, YEN
10.30 – 11.00	<i>Coffee Break</i>
11.00 – 11.45	Welcoming remarks: Key note speakers MOC: Muma Mukupa, Chief Youth Development Officer, Min. of Sports, Youth, and Child Development, Zambia <ul style="list-style-type: none">• James Douglas Odit, Regional Director for Africa, Commonwealth Youth Programme• Gerry Finnegan, Director and Representative for Malawi, Mozambique and Zambia, ILO• Kenneth Chipungu, Minister of Sports, Youth, and Child Development, Zambia
11.45 – 12.30	<u>Youth Labour Market Indicators I: Definitions and Rationale</u> <ul style="list-style-type: none">• Susana Puerto, M&E Specialist, YEN
12.30 – 14.00	<i>Lunch Break</i>
14.00 – 15.15	<u>Youth Labour Market Indicators II: Computing and Analyzing</u> <ul style="list-style-type: none">• Sara Elder, Economist, ILO TRENDS
15.15 – 15.45	<i>Coffee Break</i>
15.45 – 16.45	<u>Youth Labour Market Indicators III: computing and analyzing (cont.)</u> <ul style="list-style-type: none">• Sara Elder, Economist, ILO TRENDS
16.45 – 17.00	Closing of Day 1
Tuesday, 8 December 2009	
9.00 – 9.10	Opening <ul style="list-style-type: none">• Markus Pilgrim, Manager, YEN
9.10 – 9.50	Reporting on policy and institutional progress <ul style="list-style-type: none">• Susana Puerto, M&E Specialist, YEN• Teddy Mulonga, Permanent Secretary, Min. of Sports, Youth, and Child Development, Zambia (link to page 33)
9.50 – 10.15	Defining responsibilities and reporting time <ul style="list-style-type: none">• Markus Pilgrim, Manager, YEN

- 10.15 – 12.15 **Kalingalinga Youth Resource Center: *Site Visit***
- Japhet Banda, National Programme Coordinator for Youth Employment, ILO Zambia
 - Victor Mensah, Programme Manager, Commonwealth Youth Programme - Africa
- 12.30 – 14.00 *Lunch Break*
- 14.00 – 15.00 **Promoting youth employment through microcredit:**
 Entrepreneurship and Micro-credit Schemes: The Commonwealth Youth Credit Initiative
 Moderator: Markus Pilgrim, Manager, YEN
- Dwynette Eversley, Programme Manager, Commonwealth Youth Programme - Caribbean
 - Aminul Islam Khan, Programme Manager, Commonwealth Youth Programme - Asia
 - Victor Mensah, Programme Manager, Commonwealth Youth Programme - Africa
 - Japhet Banda, National Programme Coordinator for Youth Employment, ILO Zambia
- 15.00 – 15.30 *Coffee Break*
- 15.30 – 16.15 [What works on youth employment?: Drawing lessons from around the world](#)
- Susana Puerto, M&E Specialist, YEN
- 16.15 – 17.00 **Taking ideas for your country**
- Markus Pilgrim, Manager, YEN
- 17.00 – 17.15 **Workshop Evaluation and Closing**
- Markus Pilgrim, Manager, YEN
- 19.00 **Farewell Dinner**
Host: Kenneth Chipungu, Minister of Sports, Youth, and Child Development, Zambia

8.4. Preliminary Report of Zambia on Policy and Institutional Progress

Table A. 5: Report of Zambia on Policy and Institutional Progress

Report on Policy and Institutional Progress and Achievements	
Country : Zambia	
Name of Institution reporting: Ministry of Sport, Youth and Child Development	
Location : Lusaka - Zambia	
Name and contact information of person reporting: <i>Mr. Teddy D. Mulonga</i> <i>Permanent Secretary</i> <i>P.O Box 50195</i> <i>Lusaka – Zambia</i> <i>Tel : +260211223995</i>	
Reporting Date : 7 th December, 2009	
1) Has the Country adopted an active policy to promote Full, productive and free chosen employment for Young people?	YES
Relevant Legislation	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH DEVELOPMENT ACT, THE CITIZEN ECONOMIC EMPOWERMENT ACT AND THE AFRICAN YOUTH CHARTER 	
Main policies, other measures and institutional arrangements :	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH POLICY AND THE NATIONAL PLAN OF ACTION ON YOUTH DEVELOPMENT · THE MAIN INSTITUTIONS ARE THE MINISTRY OF SPORT, YOUTH AND CHILD DEVELOPMENT, THE NATIONAL YOUTH DEVELOPMENT COUNCIL AND THE MINISTRY OF SCIENCE, TECHNOLOGY AND VOCATIONAL TRAINING AND THE MINISTRY OF DEFENCE (ZAMBIA NATIONAL SERVICE) 	
Comments (e.g. effectiveness, impact, global influence etc)	
<ul style="list-style-type: none"> · This institutional arrangements ensures the provision of quality life skills to out of school youth and the never been to school for self sustenance. 	
2) Has the Country taken measures to promote youth Employment within the framework of a coordinated economic and social policy?	YES
Relevant Legislation	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH DEVELOPMENT ACT AND THE AFRICAN YOUTH CHARTER 	
Main policies, other measures and institutional arrangements :	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH POLICY AND THE NATIONAL PLAN OF ACTION ON YOUTH DEVELOPMENT · THESE ARE IMPLEMENTED BY THE MINISTRY, THE NATIONAL YOUTH DEVELOPMENT COUNCIL AND ALL STAKEHOLDERS IN YOUTH DEVELOPMENT WORK 	
Comments (e.g. effectiveness, impact, global influence etc)	
<ul style="list-style-type: none"> · THE PROVISIONS OF THE NATIONAL YOUTH POLICY ARE IN LINE WITH THE PROVISIONS OF THE COUNTRY'S LONG TERM VISION (VISION 2030) AND THE 	

FIFTH NATIONAL DEVELOPMENT PLAN. THIS ENSURES THAT ISSUES OF YOUTH DEVELOPMENT ARE AN INTEGRAL PART OF THE NATIONAL DEVELOPMENT AGENDA.	
3) Has the Country established mechanisms to monitor progress Toward full, productive and freely chosen employment for Young people, and to ensure coordination among key Institutions?	YES
Relevant Legislation	
<ul style="list-style-type: none"> · THE EMPLOYMENT ACT, THE NATIONAL YOUTH DEVELOPMENT ACT , THE CITIZEN ECONOMIC EMPOWERMENT ACT AND THE AFRICAN YOUTH CHARTER 	
Main policies, other measures and institutional arrangements :	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH POLICY AND THE NATIONAL EMPLOYMENT AND LABOUR · THE MAIN INSTITUTIONS ARE THE MINISTRY OF SPORT, YOUTH AND CHILD DEVELOPMENT, THE NATIONAL YOUTH DEVELOPMENT COUNCIL AND THE MINISTRY OF LABOUR AND SOCIAL SECURITY 	
Comments (e.g. effectiveness, impact, global influence etc)	
<ul style="list-style-type: none"> · BOTH INSTRUMENTS TARGET THE YOUTH. HOWEVER THE NATIONAL YOUTH POLICY IS SPECIFIC TO YOUTH NEEDS WHILE THE NATIONAL EMPLOYMENT AND LABOUR POLICY GENERALLY TARGETS THE ZAMBIAN CITIZENS INCLUDING THE YOUTH 	
4) Has the Country consulted Youth (and Youth Organizations in the Formulation and execution of youth employment measures?	YES
Relevant Legislation	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH DEVELOPMENT ACT 	
Main policies, other measures and institutional arrangements :	
<ul style="list-style-type: none"> · THE NATIONAL YOUTH POLICY AND THE NATIONAL PLAN OF ACTION OF YOUTH DEVELOPMENT · THE MAIN INSTITUTIONS ARE THE MINISTRY OF SPORT, YOUTH AND CHILD DEVELOPMENT AND THE NATIONAL YOUTH DEVELOPMENT COUNCIL 	
Comments (e.g. effectiveness, impact, global influence etc)	
<ul style="list-style-type: none"> · THE MINISTRY OF SPORT, YOUTH AND CHILD DEVELOPMENT AND THE NATIONAL YOUTH DEVELOPMENT COUNCIL HOST NATIONAL YOUTH SYMPOSIA, WHERE YOUNG PEOPLE THROUGH THEIR ELECTED REPRESENTATIVES ARE ENGAGED AND MAKE INPUT TO YOUTH EMPLOYMENT AND DEVELOPMENT ISSUES. 	
5) Has the Country engaged in the preparation of a National Action Plan (NAP) for Youth Employment?	YES
If yes, please mark the stages on the NAP preparation that have been completed:	
1 st Setting up the NAP development mechanism (identify key Stakeholders, responsible Government Institution, and Coordinator)	Date
2 nd : Identification of the main focus of the NAP	Date
3 rd : Elaboration of the draft NAP	Date
4 th : Final adoption/implementation of the plan 18.08.09	Date : √

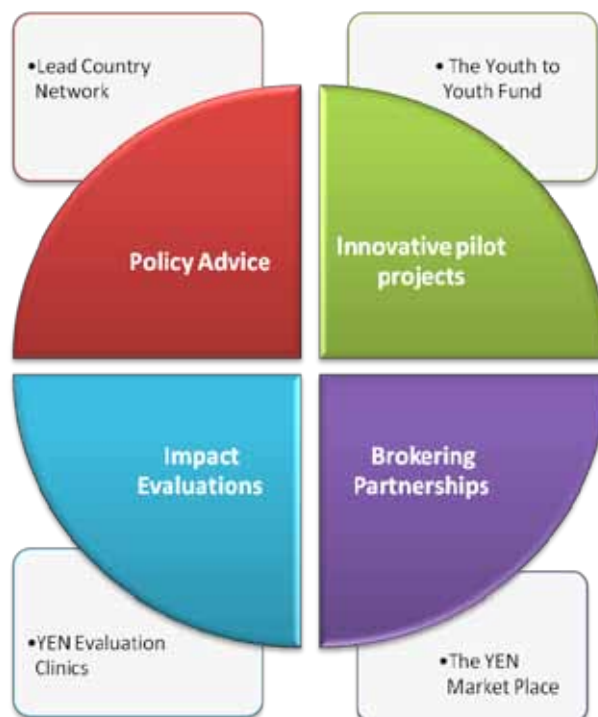
ntation		Date of Impleme
2015		2009 -
5 th . Evaluation of the NAP 2015	√	Date:
6) Has the country received international assistance in the Development of the NAP		YES
If yes, from whom?		
· Commonwealth Youth Programme (CYP), UNICEF and UNFPA		
7) Is Youth employment a priority in any other National Development plan or strategy?		YES
If yes, specify		
· The Fifth National Development Plan and the Vision 2030		
8) Has the Country Engaged in the design and implementation Of a national active labour market program for youth		YES
If yes, type programme(s) (e.g. vocational training, entrepreneurship scheme, wage subsidy, public works, intermediation services, other)		
· Vocational and Life Skills Training programmes in Youth Resource Centres		
· Business Skills Development Workshops		
· Introduction of the Youth Development Fund		
If yes, main objective of the programme(s)		
· To build capacity of young people and to empower them with a life skill for sustainable and improved livelihoods		
If yes, target population (e.g. group, education level, income level, ethnicity, disability, location)		
· Youth (Aged between 18 and 35Years regardless of educational level, HIV/AIDS status, disability or locality)		
If yes, has the programme been evaluated or are there plans for evaluation? Explain		
· SINCE VARIOUS PROGRAMMES ARE IN PLACE AND ARE AT DIFFERENT LEVELS OF IMPLEMENTATION, THEIR EVALUATION ARE AT DIFFERENT LEVELS.		
9) What are the major achievements in terms of employment creation for young people, over the last year?		
· ADOPTION OF THE NATIONAL PLAN OF ACTION OF YOUTH DEVELOPMENT		
· GENDER AND ENTREPRENEURSHIP TOGETHER (GET) AHEAD TRAINING FOR YOUTH REOURCE CENTRES		
· RE - INTRODUCTION OF THE YOUTH DEVELOPMENT FUND		
10) What are the major challenges in terms of employment creation for young people, over the last year?		
· MINDSET CHANGE FROM EMPLOYMENT SEEKING TO EMPLOYMENT CREATION		
· LACK OF COORDINATION AMONG VARIOUS STAKEHOLDERS IN YOUTH EMPLOYMENT CREATION		
· SKILLS MISMATCH (OUTDATED CURRICULAM IN PROVISION OF LIFE SKILLS)		
· ABSENCE OF A YOUTH FRIENDLY CREDIT SCHEME		

8.5. Products of the Youth Employment Network

YEN is a partnership of the UN, ILO and World Bank set up in 2001 to find new and durable solutions to the youth employment challenge.

The network is a global platform whose goal is to prioritize youth employment on the development agendas and to exchange knowledge on effective policies and programs to improve employment opportunities for youth. It is a service provider focusing on policy advice, innovative pilot projects, knowledge sharing, and brokering partnerships.

YEN makes use of its core agency partners' know how and resources and ensures youth participation in delivering its services.



YEN offers a variety of products and services within four core areas of specialization.

1) Core Area: Advisory services on designing and monitoring of policies and programs

Key product: Lead Country Network

A network of policy makers from 17 countries who have committed to prioritizing youth employment on national policy agendas. Lessons are learned and experiences shared between Lead Country members through peer reviews and benchmarking of youth employment indicators. Annual Lead Country reporting and meetings provide a global platform and impetus for learning and sharing.

2) Core Area: Capacity building and commissioning of impact evaluations

Key product: Evaluation Clinics

YEN's Evaluation Clinics provide technical and financial services to youth employment policy makers and practitioners to help them conduct rigorous evaluations of their programs and policies. The Clinics teach key strategies for designing and conducting impact evaluations while the Fund for Evaluation in Youth Employment provides much needed financial support. The resulting body of knowledge will attempt to answer burning questions on what works in youth employment.

3) Core Area: Implementation of pilot projects to test and promote innovations

Key product: Youth-to-Youth Fund

YEN believes the only way to successfully fight the youth employment challenge is to not only consult youth in all major decisions involving their future but also ensure they are active participants in their own development. The Youth-to-Youth Fund was launched in the four countries of the Mano River Union (Sierra Leone, Liberia, Cote d'Ivoire and Guinea) in 2008, making a concrete offer to youth-led organizations to contribute to employment generation while simultaneously teaching youth skills in project management and youth employment. The Fund has provided grants to 15 youth-led organizations which will create close to 900. In 2010, the Fund began offering grants to youth organizations in East Africa (Uganda, Tanzania and Kenya).

4) Core Area: Brokering partnerships and knowledge sharing

Key product: Marketplace

The YEN Marketplace is an online space for the global youth employment community to exchange or offer innovative ideas, best practice, expertise and advice, as well as collaboration and partnership. The marketplace is the central location from which YEN carries out its partnership brokering and information exchange activities. The online platform features:

- Smart note competition: offering an award to the best project idea
- Ask an expert: access to specialist knowledge
- Discussion forums: exchange ideas and information

8.6. Participants' Evaluation

1-Workshop effectiveness

	Poor	Fair	Good	Excellent	Total
1. Achievement of stated objectives			52%	48%	100%
2. Quality of planning results			60%	40%	100%
3. Design and organization of workshop		4%	32%	64%	100%
4. Methodology applied			40%	60%	100%
5. Your overall rating of the workshop			40%	60%	100%

2-Instructors / Moderators Effectiveness

	Poor	Fair	Good	Excellent	Total
1. State of preparation		4%	36%	60%	100%
2. Instructors knowledge of topics			36%	64%	100%
3. Instructors ability in presenting lectures		4%	52%	44%	100%
4. Interaction within the group		4%	40%	56%	100%
5. Your overall rating of the instructors			52%	48%	100%

3- Course Administration

	Poor	Fair	Good	Excellent	Total
1. Preparation of workshop		4%	32%	64%	100%
2. Suitability of the training venue		8%	24%	68%	100%
3. Suitability of the time schedule		8%	52%	40%	100%
4. Quality of catering		4%	32%	64%	100%

4- Overall comments on the workshop.

- Good organization, useful meeting, good group interaction, good logistics and accommodation. Overall well done.
- Overall, satisfactory. There needs to be more exchange of information on best practices among lead countries.
- The workshop was successful and met its objectives so thanks a lot to all the people who organized and implemented this event.
- With the renewal of lead country status for many YEN members, the workshop came at the right time. Informing and equipping the focal points with the tools and knowledge to carry out the YEN requirements and furthermore develop youth programs within their country.
- The workshop was very good both in the logistics and in content. I consider this as a first start for the work ahead.
- The workshop was very rewarding as I gained from the experiences of my co-participants from YEN member countries.
- More time should be allocated to a workshop of this magnitude -- hardly did the participants who travelled long distances arrived before being on long trips again
- Good way to working with youth; (ii) re-thinking benchmarking tools and best practices in youth employment; (iii) all YEN lead countries benchmarking tools under one umbrella.
- Generally speaking, the workshop was well coordinated and very educative and informative.
- The workshop was interesting because of the developed topics.
- The workshop was wonderful and well presented.
- Overall the workshop went on well but it was felt that the duration should be extended in order to achieve the objectives fully. For some sessions time allocated was not sufficient.
- Very informative.
- For me it was new but I could improved or enhance my knowledge overall, specifically on youth employment.
- The workshop met my expectations.
- Well planned. Well followed through. Personalized. Good material. Relevant topics. BUT, more time needed to have gone a little more in-depth.
- The workshop is very useful. However, time was too short for group work to understand the practical aspect of reporting in relation to indicators.
- Excellent workshop. Very concise, precise and two days was very appropriate.

- Good. However need to involve more youth workers and government officials that are involved in youth employment programs.
- It was a very useful workshop on youth employment network process.
- The workshop was excellent. It will help the lead countries governments to be more implicated in the NAP implementation process.
- The workshop was a real eye opener especially n the aspect of measuring results and I have drawn a lot of lessons. It was a very good workshop and I am happy I attended.
- Excellent and wonderful.

5- Would you recommend this workshop to a colleague or peer policy maker working on youth employment issues?

Yes: 100%

No: 0%

6-Suggestions for improving the workshop program:

- To improve the next workshop, brainstorming sessions should be longer to allow for different opinions. It is recommendable to have better flight schedules to avoid fatigue.
- Please provide French documentation to Francophone participants to facilitate for opportune exchanges on youth employment measures.
- The time was limited. If expanded to allow more time for participants to share experiences and knowledge, that will help a lot.
- This is a tough question, as the YEN team did an excellent job in delivering this workshop benchmarking tools and best practices. The only suggestion could be to follow the model used to develop this workshop.
- It would be interesting to analyze successful and non-successful cases in youth employment so that those lessons can help to improve public interventions in other countries.
- The workshop may be extended to 3 or 4 days and lead countries to be represented by focal persons and one or two more officer(s). All information regarding YEN meetings should be made available early.
- Time allocation to give participants chance to interact and share ideas and information more effectively.
- Three or four days good.
- To hold it in more than two days as time was not adequate.
- To increase the number of days, next time.

- Increase de number of participants to include young people doing well in their skilled fields.
- More time to be allocated to share experience of each country. Especially during group activities.
- Nothing, program very well organized and rich in variety.
- If you do this type of workshops it will be very useful for developing countries.
- An extra day especially if topics are quantitative like developing indicators.
- It has to be for 3 days. Two days is too short.
- All excellent. Perhaps a bit more time on the technical aspect: the data analysis session.
- Need to give case studies from YEN lead countries and not non-member states only.
- Duration may be extended to 3-4 days; (ii) More experiences from the field should be shared; (iii) Documentary (video) on related employment issues for young people may be shown.
- To add the time of the training and implicate also youth organizations.
- Time was too short. I think five days would have been good for more input from participants.
- Lessons learned in ALMP for youth in many countries.

Contact:

Youth Employment Network

International Labour Office

4 route des Morillons

CH-1211 Genève 22

Switzerland

Fax: +41 (0)22 799 7678

Phone: +41 (0)22 799 7428

Email: yenetwork@ilo.org

www.ilo.org/yen