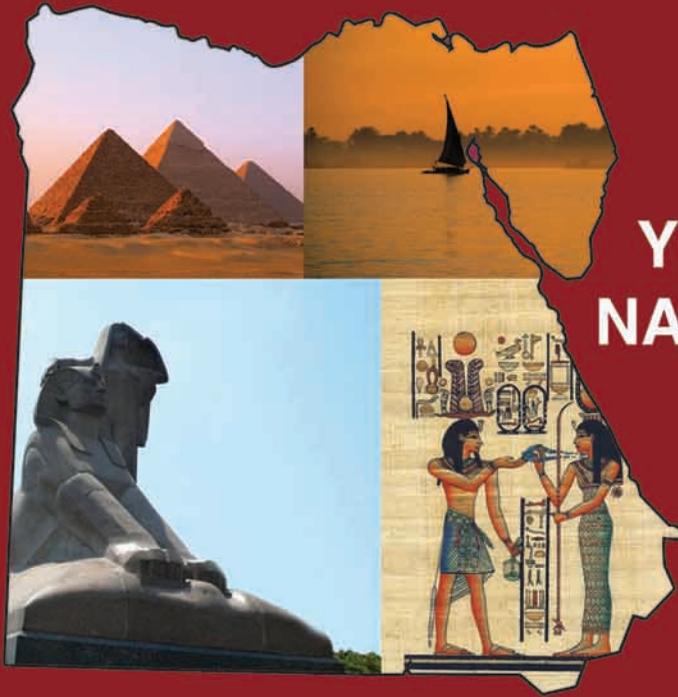




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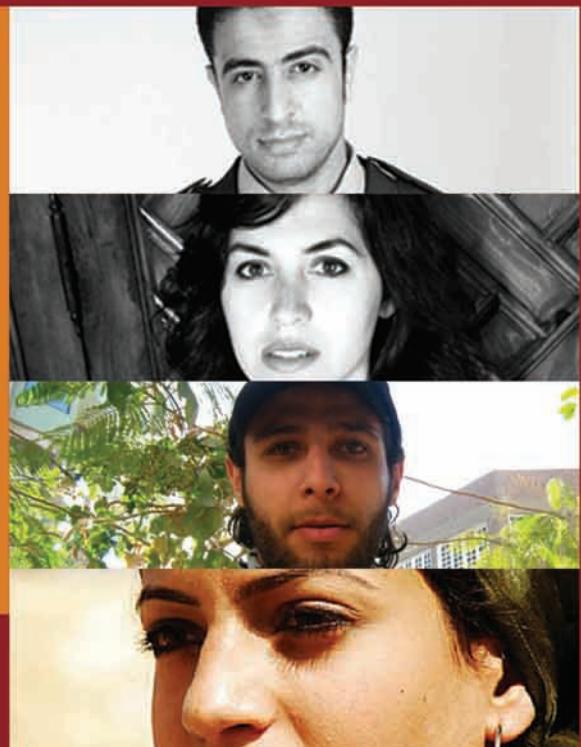
MINISTRY OF MANPOWER AND MIGRATION (MOMM)



EGYPT: YOUTH EMPLOYMENT NATIONAL ACTION PLAN

Summary

2010 - 2015





INTERNATIONAL LABOR ORGANIZATION (ILO)



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January 2010



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FOREWORD

Over the past decade, youth employment has gained significant prominence on the national and global development agendas. Commitments to achieving the internationally-agreed target of full and productive employment and decent work for young people have been made at a number of major international forums.

Youth employment is an issue of utmost priority for the Egyptian Government as employment problems in the country affect young women and young men disproportionately. At least 90 per cent of the unemployed are aged less than 30 years, and many more are affected by underemployment. Young women fare significantly more poorly than their male peers in the labor market. In the last years, the number of unemployed educated youth has swelled, reflecting an incredible paradox: while the current young generation is the best educated ever, this has not translated into better employment opportunities. At the same time, Egyptian employers claim to face difficulties in recruiting duly qualified workers. The education and training system seems to fail to equip young people with skills that are in demand in the labor market. Finally, the youth employment challenge in Egypt is not only about creating more jobs. The quality of these jobs also matters. Given that the informal economy currently represents the main source of employment for new labor market entrants, the challenge is also about creating better jobs.

The financial and economic crisis that started to hit the World in 2008 and continues to affect countries more and more will have a particularly severe impact on young people who are often kicked out first in times of a crisis and are the last to re-find a job after a crisis. This is also the case in Egypt. Consequently, young people in Egypt have to face an even more difficult situation.

There is increased awareness in Egypt that productive employment and decent work for young people cannot be achieved through fragmented and isolated interventions. Rather, it requires sustained, determined and concerted action by a wide number of actors. Importantly, it requires a coherent approach that articulates supportive policies centered on an integrated strategy for growth and job-creation as well as targeted interventions to help young people overcome the specific barriers they face in entering and remaining in the labor market. This is indeed the general approach of the ILO's Global Employment Agenda, also embedded in the Resolution concerning



youth employment adopted by the International Labor Conference in 2005. Very importantly, there is also a heightened recognition in the country that the youth employment challenge requires to work in partnership with different actors.

In this respect, it is noteworthy that in 2003, Egypt became one of the Lead Countries of the Secretary-General's Youth Employment Network (YEN) – a partnership between the United Nations, the World Bank and the ILO. As part of its commitment as a YEN Lead Country, the Government of Egypt has embarked in the preparation of its National Action Plan on youth employment (NAP), with the support of the ILO Sub-Regional Office for North Africa and the Employment Sector at the ILO's headquarters, in partnership with the YEN Secretariat. This NAP is a result of a thorough and comprehensive process involving many important players and stakeholders. The process has been driven and strongly supported by the Ministry of Manpower and Migration (MoMM) that has worked in full partnership with the social partners and in close cooperation with national and international actors, including youth organizations, development agencies and donors.

The NAP process in Egypt started in February 2006 with a Capacity Building Workshop organized by ILO, GTZ and the YEN Secretariat under the leadership of the Ministry of Manpower and Migration of Egypt. The meeting was instrumental in initiating a dialogue among the main NAP stakeholders. Two bodies responsible for the development of the NAP were established: i) the NAP Steering Committee (NAP-SC), that is composed of some 25 decision-makers from different Ministries, employers' and workers' organizations and other key stakeholders, and is responsible for strategic and political oversight of the NAP; and (ii) the NAP Technical Commission (NAP-TC), that is composed of some 15 technical experts from selected institutions¹ including the social partners and youth groups, and is responsible for drafting and finalizing the NAP in consultation with and for submission to the NAP-SC. Along the months, the development of the NAP has been organized around regular meetings of four technical working groups² in view of the preparation of the NAP document. A NAP Secretariat within the MoMM has also been created to support administrative and coordinating functions for the activities associated with the NAP process. Finally, the Egyptian Youth Consultative Group has been mandated by the MoMM to repre-

¹ The NAP-TC included representatives from the Ministries of Manpower and Migration, Finance, Investment, Education, Higher Education, Economic Development, Trade and Industry, Information, Military Production and Investment as well as the Federation of Egyptian Industries, the Egyptian Federation of Trade Unions, the National Planning Institute, the National Council for Youth, the National Council for Women, the Egyptian Youth Consultative Group and the Central Agency for Planning, Mobilization and Statistics.

² The four working groups are: Macroeconomic Context, Education and Training, Enterprise Development, and Labor Market Policies and Programs.



sent and give voice to the aspirations of the Egyptian youth in the NAP process. The NAP was successfully launched in May 2009 in a national event organized by the ILO under the leadership of the MoMM. After the event, the discussion on the NAP continued and comments from the launch as well as the discussion were included in the current version of the NAP.

The present NAP document is not an end in itself. Rather, it is a useful mechanism and a delivery vehicle that sets specific objectives and outcomes, as well as a division on labor, financial commitments and monitoring mechanisms for an integrated and comprehensive approach to meet the youth employment challenge in Egypt. It builds on the partnership, contribution and commitment of a multiple number of actors.

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**Director, ILO/ Sub-Regional Office
for North Africa**

Aisha Abdel Hady,

Minister of Manpower & Migration



ACKNOWLEDGEMENTS

Egypt's National Action Plan on Youth Employment (NAP) is a country-owned and country-driven document. It is the outcome of collective efforts of a large number of people and institutions with an interest in youth employment. Key for its development was a close cooperation between the Ministry of Manpower and Migration and the ILO. This NAP is expected to contribute to helping young women and men in Egypt meet their aspirations for a decent job and a better future for themselves and their families.

Very special thanks are due to Professor Soad Kamel Rizk, Dean, Faculty of Management and Information Systems, French University in Egypt and Dr. Nihal El-Megharbel, Coordinator, Planning and Budgeting, Decentralization Support Unit, Ministry of State for Local Development for coordinating and guiding the Technical Secretariat and building on their work to prepare and continuously update this document. Without their unique engagement and expertise the National Action Plan could not have been developed thus far.

In addition, special thanks are due to the members of the NAP-TC, who devoted their time and effort to prepare the NAP document for their invaluable technical support. Special thanks go to the coordinators of the technical working groups for their leadership: Dr. Rasha Mustafa (Executive Director), Information Decision Support Center, Mr. Ehab El Gabass, (Business Development Manager), Industrial Training Center, Mr. Magdy Amin, (Head of Human Resource Development Sector), the Social Fund for Development, and Ms. Iman Zakareya, (Undersecretary for Training and Human Resources), the Ministry of Manpower and Migration. Appreciation is also extended to the members of the Technical Secretariat of the NAP, who organized and coordinated all meetings and provided valuable support during the preparation of the NAP document.

The support provided by the ILO has been critical to bring the Egypt's NAP to life. Special thanks are due to José Manuel Salazar Xirinachs, Executive Director of the ILO's Employment Sector, Loretta de Luca, former Director of ILO Sub-Regional Office for North Africa, and from the same office, Dorothea Schmidt, Senior Employment Specialist, Luca Azzoni, Senior Skills Specialist, Nagwa Ismail, Senior Program Assistant for their commitment and support to this major endeavor. Thanks also go to



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This NAP is expected to contribute to helping young women and men in Egypt meet their aspirations for a decent job and a better future for themselves and their families.



ACRONYMS

CAPMAS	Central Agency for Public Mobilization and Statistics
GTZ	Gesellschaft für Technische Zusammenarbeit German Technical Cooperation
ICT	Information and Communication Technology
ILO	International Labor Organization
IT	Information Technology
ITC	Industrial Training Center
KPIs	Key Performance Indicators
LFSS	Labor Force Sample Survey
MDGs	Millennium Development Goals
MKI	Mubarak-Kohl Initiative
MoMM	Ministry of Manpower and Migration
MSMEs	Micro, Small and Medium Size Enterprises
NAP	National Action Plan
NGOs	Non-governmental Organizations
SFD	Social Fund for Development
TC	Technical Committee
TS	Technical Secretariat



1. POLICY PRIORITIES

1. Problem Identification

Labor market problems in Egypt relate mainly to

- the limited number of job opportunities created in the economy, especially in the formal sector
- the increasing supply of labor that does not meet market requirements and
- the inadequate labor market policies that could not resolve the existing mismatch between labor demand and supply.

The current economic crisis enforces especially the problem of limited job creation. At the same time, the challenge of the mismatch between supply and demand and the inadequacy of labor market policies enhance the difficulties young people face in this economic crisis.

2. Priorities

In order to deal with these labor market problems and to improve the employability of the young people, to raise their standards of living and provide equal opportunities for all of them, several priorities were identified:

- technical education and vocational training (TVET),
- enterprise development and
- labor market policies and programs.

The increased awareness in Egypt that productive employment and decent work for young people cannot be achieved through fragmented and isolated interventions, but requires a coherent approach that articulates supportive policies centered on an integrated strategy for growth and job-creation as well as targeted interventions to help young people overcome the specific barriers they face in entering and remaining in the labor lead to the formulation of the Youth Employment National Action Plan in which the above mentioned priorities are reflected.



3. The Youth Employment National Action Plan (NAP)

3.1. The Goal of the Youth Employment National Action Plan

The goal of the youth employment NAP is to increase youth employment and provide decent and productive jobs for young people, who join the labor market every year.

This goal is closely related to the main objectives of Egypt's Sixth Five-Year Economic and Social Development Plan (2007/2008–2011/2012). Although the Seventh Five-Year Plan was not yet prepared, the NAP should be linked to the Seventh Plan (2012/2013-2016/2017), since the implementation of the NAP covers part of the Sixth and part of the Seventh Plans.

The Plan is based on three main pillars: the Presidential program that the government is adopting for the period 2005-2011; the new Social Contract for Social Participation, and the Millennium Development Goals (MDGs).

Taking into consideration the average annual growth rate of labor force in the age group 15-30 years, during the period 2002-2007³, which amounted at 5 percent, the labor force was estimated for the period 2010 - 2015 to calculate the jobs needed for the new labor market entrants. If one adds to this the number of jobs required annually during the time span of the NAP; which aims at reducing unemployment rate for the youth from around 23 percent according to the 2006 Census to 15 percent by the end of the NAP, the total number of jobs that should be created during the 5 years of the NAP amounted to around 3 million jobs with an average of 620 thousand jobs annually.

3.2. Objectives of the Youth Employment National Action Plan

The specific objectives of the NAP in order to support the creation of around 3 million jobs include:

- Raising youth employability
- Providing more job opportunities in key economic sectors
- Resolving the mismatch between labor demand and supply by improving labor market policies and programs

Also, though the NAP cannot interfere in details into macroeconomic policies, it still

³ Selection of period was based on data availability (Calculated used data from the Labor Force Sample Survey (LFSS) issued by CAPMAS, several issues).



needs to be seen as an important contribution to soften the impact of the current economic crisis on labor markets in Egypt.

Following is a brief description of these objectives and the main tools used to achieve them.

3.2.1. Increasing youth employability

In order to prepare the newly graduates to the labor market and increase their chances to find decent, well-paid, career oriented jobs the NAP is proposing two main programs:

- Developing the technical education and vocational training system;
- Improving the basic skills and knowledge of the secondary, technical and university graduates concerning languages and new technology.

These tools could increase the employability of young graduates from technical and vocational education. Though not directly creating jobs, these measures contribute to decrease the unemployment rate by enabling young people to find a job. A severe reduction of the unemployment rate among those graduates through the means of the NAP (by 25 per cent) is targeted.

3.2.2. Providing more job opportunities

Achieving this objective entails raising the capacity of the economy to provide more sustainable, productive and decent job opportunities for the youth. This could be done by:

- Encouraging entrepreneurship by eliminating obstacles especially those related to start-up, and exit procedures;
- Promoting micro, small and medium enterprises (MSMEs) development, by providing technical and marketing support to these firms, strengthening linkages with large firms and introduce innovative and low risk financial systems.

These objectives are supposed to create 1 million jobs by the end of the plan.



3.2.3. Develop labor market policies and programs

In order to bridge the existing gap between demand and supply of labor, a number of labor market policies and programs are suggested:

- Develop public employment offices and their services and encourage the establishment of private recruitment agencies;
- Develop the labor market information and employment unit at MoMM;
- Review labor market regulations, with special emphasis on giving incentives for enterprises to hire young people, such as support for enterprises to be able to pay minimum wages and social insurance.

These measures will help to decrease the unemployment rate for young people towards 15 percent even if not creating employment directly.

3.3 Main Outcomes of the Youth Employment National Action Plan

3.3.1. Increasing youth employability

In order to prepare the newly graduates to the labor market requirements and ensure a smoother transition to stable, decent, well-paid, and career-oriented jobs the NAP is aiming at achieving two main outcomes:

Outcome A1. Improving the technical education and vocational training system.

So as to reduce youth unemployment to 15 per cent by the end of the NAP, the technical education and vocational training system should be made more demand driven to strengthen the link between education and work. If employers and workers systematically cooperate in identifying learning needs and target training to meet those needs, the mismatch between training offered and skills used at the workplace will be drastically reduced.

The dual approach adopted by Mubarak-Kohl initiative (MKI), in 1994 proved being particularly appropriate for higher-skilled occupations, which require theoretical education and learning through doing. In this respect, the NAP aims at establishing a system of dual vocational education that emphasizes both theoretical and practical learning as modern apprenticeship systems do. The proposed system would overcome the different limitations of the MKI. It will be based on a mix of regular education



and on-the-job training system. The system will consider experiential learning, such as internship, cadetship and apprenticeship programs, as the most effective way to enhance the classroom-based knowledge through practical application. The low social esteem of vocational training in Egypt should be overcome by reinforcing career guidance and professional orientation to build a gateway to multiple paths towards lifelong learning and decent and productive work.

The involvement of the private sector firms in the design and implementation phases is a prerequisite for creating a demand-driven education system. The main contribution of these firms relates to designing curricula, providing training places, materials, tutorship, mentorship and qualified on-the-job trainers and, whenever possible, linking the provision of training to job opportunities for graduates.

Outcome A2. Improving the basic skills and knowledge

Since it is not possible to prepare students for every new technological breakthrough, the most important skill students can acquire is learning how to learn (learning capacity). In addition, skills in demand include information and communication technology (ICT), and languages skills as well as more productive and softer skills such as creativity and team-work.⁴

The KPI for this outcome would be to provide training courses for 1 million of the secondary, technical and university graduates.

Raising the capacity of NGOs working mainly in the area of skills development is a very important element for reaching this outcome.

3.3.2 Providing more job opportunities

Achieving this objective entails raising the capacity of the economy to provide more sustainable, productive and decent job opportunities for the youth. This could be realized by encouraging entrepreneurship and promoting MSMEs. Following is a description of these outcomes:

⁴ It should be noted that upgrading these skills could even start from the primary schools; however, this might take longer time that exceeds the time span of the NAP. Nevertheless, upgrading the skills of all school students starting from primary level should be considered as part of the government's plan to develop the education system in Egypt.



Outcome B1. Encouraging entrepreneurship.

The following measures could be undertaken to promote entrepreneurship:

Improving initial conditions for youth entrepreneurship:

The SFD will play a crucial role in supporting business start-up for the youth. SFD will establish a one-stop-shop in each governorate, while giving the priority to the governorates with the highest youth unemployment. The main role of these one-stop-shops is to facilitate business start-ups and assist young entrepreneurs to understand the procedures of establishing a firm, the documents needed and the fees that should be paid. Other basic business related information, will be provided by the one-stop-shop, including information about the labor law, taxes, safety regulations, inspections, subsidies, etc. The one-stop-shops could also be used as a tool to promote on-the-job training by offering MSMEs incentives for engaging in such training schemes.

SFD will establish a special fund to provide financial support for MSMEs in the form of leasing schemes to finance equipment and inputs, given that the funds of these leasing schemes are provided in-kind.

Two KPI for this outcome are suggested: (1) the establishment of one-stop-shops; one in each governorate, starting with Upper Egypt; (2) creating 1 million jobs that benefit from SFD leasing schemes.

Undertaking entrepreneurial activity supported by counseling and schooling opportunities for young entrepreneurs:

In addition to providing counseling services to MSMEs, through the SFD, NGOs and other institutions, a program will be introduced at the level of secondary school, to teach entrepreneurship and management. According to this program, students will be trained on how to set-up a business, develop a business plan, and produce goods or services. Students will also prepare marketing plans, and annual accounts. Students will be awarded prizes for setting-up, running and developing their projects.

The KPI would be to introduce the program in 100 secondary schools.



Outcome B2. Promoting micro, small and medium enterprises (MSMEs)

Establishing close linkages between MSMEs, in general, and those run by young entrepreneurs, in particular, and large firms through subcontracting could have positive impact on the development of MSMEs. Large firms could provide MSMEs with material inputs, machinery and equipment, finance, training and technical advice. More importantly, large firms will purchase the inputs and semi-final goods produced by MSMEs owned and run by the youth. In addition, these linkages could help young entrepreneurs in overcoming problems such as marketing and lack of suitable and quick means of transportation between production sites and markets.

However, these links are not established automatically. Government support is required for the success of these linkages. This support could be provided by giving priorities in government procurement and bids, to large firms, which subcontract MSMEs, owned and run by young entrepreneurs. Tax relief and credit incentives could also be offered to these firms as a means of encouraging them to support young entrepreneurs. Moreover, a fund should be established to provide government incentives for large firms, which subcontract MSMEs, owned and run by young entrepreneurs.

Two more initiatives would help MSMEs development.

The first includes establishing a number of technology centers, business incubators, and business development centers that provide technical support to young entrepreneurs and facilitate their work.

The second initiative relates to encouraging young entrepreneurs to establish a portal to market their products and be able to join international networks and supply chains. This portal will also provide access to information on all policies, legislation, and programs relevant to MSMEs. Policies related to intellectual property rights, environment, labor and safety regulations will be posted on the portal to help young entrepreneurship development.

Two KPIs are suggested (1) establish 5 technology centers and 5 business incubators, mainly in Upper Egypt; (2) launch one portal for MSMEs owned and run by young entrepreneurs.



3.3.3 Develop labor market policies and programs

In order to close the existing gap between demand and supply of labor, a number of labor market policies are suggested. Some of these outcomes are already underway, some are new outcomes proposed by the NAP:

Outcome C1. Develop public employment offices and their services and encourage the establishment of private recruitment agencies.

Public employment offices and private recruitment agencies will provide career guidance and professional orientation services including training for job seekers in job search and assist them in writing and updating resumes, preparing applications, and preparing them for interviews. Public employment offices and private recruitment agencies will also provide information about temporary or permanent jobs available in different firms and institutions, and about skills and specializations required in the labor market. These offices and agencies will play a major role in predicting labor market requirements based on new developments in the economy.

The KPI for this outcome is to ensure that the public employment offices established in each governorate should be renewed to provide more up-to-date services. In this case a number of 28 model offices should be established or renewed. Currently, MoMM is implementing a plan that includes the development of 23 employment offices, which could be the minimum KPI for this outcome. Moreover, at least one recruitment agency must be established in each governorate.

Outcome C2. Develop the labor market information and employment unit at MoMM.

One of the major obstacles faced by young job seekers relates to the lack of basic labor market information on which to base career guidance, professional orientation and job counseling, and which is necessary for job matching. In order to overcome this problem, the labor market information and employment unit, at MoMM will be developed. The main role of this unit is to gather, analyze and disseminate information about the labor market and employment opportunities. The unit will play a major role in identifying the most targeted groups that are in need for intervention and assistance. The unit will also monitor the implementation of the NAP. The unit



will ensure that the outcomes reach the designated target group. It will also give early signals about the need of any corrective action that must be adopted.

The KPI is the development of the labor market information and employment unit and that its objectives are achieved.

Outcome C3. Review labor market regulations.

This outcome concentrates on reviewing labor market regulations with special emphasis on minimum wages and social insurance, to provide incentives for hiring youth. Following are the proposed outcomes regarding minimum wages and social insurance.

Minimum wages:

Youth are more likely to be affected by minimum wage policies, because they are less experienced than older workers. In countries where minimum wages are high, and where minimum wages regulations are enforced, income inequality is lower and wage differentials are minimal. But in a country like Egypt, where minimum wages are low and are poorly enforced, youth are subject to low pay, which in many cases discourage them from engaging in a formal job. Therefore, the minimum wages policies and regulations must be revised.

The main KPI would be to reach a minimum wage that reflects the cost of living or that is related to inflation and that is revised at least twice during the NAP span.

Social insurance:

In order to encourage youth's participation in the labor market and secure decent jobs for them, more flexible social security schemes should be introduced. These schemes reduce the contribution of youth especially those working in the formal sector with temporary contracts, and the self-employed.

The main KPI would be the number of new workers with official contract and social insurance coverage. This is related to the reduction in unemployment rate target. Hence at least three million new social insurance subscriptions are expected by the end of the NAP.



Outcome C4. Establishment of an early warning system

The current economic crisis is likely to have large impact on labor markets in Egypt. This impact will be especially hard for young people. Those amongst the youth who will not be able to find a job will find it very hard to integrate into economic activities after the crisis. Young people have neither the resources nor the knowledge nor the network to help themselves during this crisis. All priorities and outcomes in the NAP are even more valid during times of crisis. However, learning from this crisis to be better prepared in future crises can help young people. This is why a detailed analysis of the impact of the crisis on young people and their integration after the crisis is needed to be prepared to develop special measures for young people in the future.

The KPI would be a study answering the question of what are the special challenges for young people during the time of economic crisis and an early warning system be put in place.

4. Implementation and coordination mechanisms of the NAP

An important factor of the success of the implementation phase of the NAP is to treat it as a national strategy for youth employment and not as a strategy of MoMM. However, it should be clear that MoMM will lead the way and coordinate the implementation of this strategy with other related ministries. After receiving the approval of the Steering Committee of the NAP, the NAP should be endorsed by the Cabinet and ratified by the Parliament. Moreover, the NAP will be integrated in the sixth and seventh Five-Year Social and Economic Development Plan and within the government program for the period 2012-2017. The next step would be the formulation of an inter-ministerial committee to be in charge of the cooperation in implementing the strategy. The committee will ensure a high-level coordination among the different relevant ministries, and institutions in discussing the NAP, and monitoring its activities and evaluating its impact. In addition, ministry representatives should have a clear authorization to supervise the implementation, monitoring and evaluation of the NAP. Representatives of all related bodies will be invited to participate in the committee. The role of employers' and workers' organizations and business associations as key partners in the implementation and coordination of the NAP must be emphasized.



At the level of the MoMM, the Technical Secretariat (TS) will be responsible for coordinating the implementation of the NAP and will act as the main focal point serving this purpose. As for the labor market information and employment unit, it will monitor the progress of the implementation through gathering information, conducting surveys and analyzing relevant data and information. The TS will include three main subdivisions corresponding to the three main programs under NAP. In addition, the LMUI will include three corresponding sub-divisions for the same three NAP programs. The role of each subdivision is to ensure the delivery of outcome according to the NAP.

Both the TS and labor market information and employment unit will prepare reports that will be presented on a regular basis to the inter-ministerial committee to ensure that the NAP is progressing along its foreseen path. Both units will be responsible for organizing the annual conference where the NAP results will be discussed and evaluated.

The TC formed during the drafting process will continue to act.

National and international donor agencies might play an important role in the implementation of the NAP. They will not only provide financial support to the NAP; they will also play a major role in providing capacity building support and technical expertise in relevant areas. Specialized agencies will be considered as partners in the implementation, monitoring and evaluation of the NAP.

5. Monitoring and evaluation of the NAP

5.1 Monitoring

In order to guarantee the success of the NAP and its programs, systematic monitoring programs should accompany the implementation of the NAP. The inter-ministerial committee will play a major role in monitoring the implementation of the NAP and in reviewing reports prepared by the monitoring unit that will be created in MoMM and which will be reporting to the inter-ministerial committee. The reports will include the status of progress achieved in the NAP and will identify any major problems or loopholes that need to be overcome.



5.2 Evaluation

Programs' evaluation would be done through a regular sample survey of young people that will be carried out at the national level. Moreover, additional questions on active labor market programs would be included in the labor force sample survey questionnaire carried out by CAPMAS quarterly. A NAP evaluation unit will be established under MoMM and will be responsible for gathering information from different ministries, institutions, organizations and the like on the development and progress of their annual work plans related to the NAP. The annual work plan will indicate the activities undertaken to achieve the NAP objectives. These work plans will also include the cost of the implementation of the NAP. An external evaluation will be also carried out by an independent team of experts to ensure the neutrality and accuracy of the evaluation of the NAP implementation.

The results will be presented in an annual conference that will be organized by MoMM. In addition, detailed and extensive information about the key performance indicators (KPIs) for each outcome will be analyzed and discussed during the conference. Different stakeholders will be invited to participate in the conference and evaluate these outcomes. The recommendations of the conference will be used as a correction tool to adjust and amend the NAP outcomes.

A mid-term evaluation of the NAP will be carried out by the external evaluation team. The results of the external evaluation will be discussed by different stakeholders and according to the recommendations of the evaluation team; any required correction processes will be undertaken. The external committee will include a number of independent labor market experts, and representatives from MoMM and the ILO.

By the end of the NAP time framework, i.e. in 2015, another external evaluation of the NAP will be carried out.







