

# PROPOSAL

**Inter-Agency KNOWLEDGE FAIR (Vienna, 28-30 September 2010)  
Policy Advice vs. Implementation: how to find the right positioning for UN development activities at the country level?**

<b>Section 1: CONTACT INFORMATION</b>	
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<b>Section 2: PROJECT<sup>1</sup> IDENTIFICATION</b>	
1. Project title	<i>MDG F Joint Programme Youth Employment and Management of Migration</i>
2. Project period	<i>15/05/2009 – 15/11/2011</i>
3. Project location (country(ies))	<i>Serbia</i>
4. Lead technical officer(s)	<i>Gerold Schwarz</i>
5. UN Agencies involved (minimum 2) <sup>2</sup>	<i>ILO, IOM, UNICEF, UNDP</i>
6. Main national/international partners	<i>Ministry for Economy, Ministry for Youth and Sports</i>
7. Under which thematic area(s) would you place the project?	<ul style="list-style-type: none"> <li>- Capacity Development</li> <li>- Children and Youth</li> <li>- Employment</li> <li>- Migration</li> <li>- Millennium Declaration / MDGs</li> </ul>

<sup>1</sup> By project you can identify any type of inter-agency initiative (joint programme, joint policy formulation initiative, joint advocacy, etc.) undertaken in the selected area.

<sup>2</sup> For the purpose of this inter-Agency meeting, proposals should focus on inter-agency initiatives only.

**Section 3: PROJECT DESCRIPTION** (in maximum 400 words)

Four specialized agencies (ILO, IOM, UNICEF and UNDP) combine their expertise and experience and are implementing the joint programme together with national and local government partners, civil society and the private sector. The YEM joint programme has a total budget of 8 million USD, the programme started in May 2009, ends in November 2011, and covers the districts of Belgrade, South Backa, Nis, Jagodina and Pcinksji.

YEM operates at three levels: on the policy level, builds capacity of national institutions and implements pilot projects.

**Policy: To enable Government and line ministries to draft policies and action plans on youth employment and migration based on comprehensive and current data and indicators.**

The work on the policy level helps to improve data collection and monitoring of youth employment and internal movement, and to establish indicators on youth employment, labour migration and social protection. The results feed directly into national policies and action plans on youth employment and migration.

**Public Services: National institutions deliver integrated employment and social services that better meet individual needs of disadvantaged youth.**

YEM works with national institutions to develop more efficient and better integrated labour market and social services that better address the needs of disadvantaged youth. YEM focuses mainly on the Centers for Social Work, the National Employment Service, the municipal youth offices, and the local employment councils.

**Programme - Pilot measures to improve employment opportunities for disadvantaged youth**

YEM implements pilot actions to increase employment opportunities for vulnerable youth. The Youth Employment Fund supports vocational training, work placement and self-employment for up to 3.000 disadvantaged youth. In addition to that, pilot projects under public-private partnerships and corporate social responsibility are expected to create new employment opportunities. The lessons learned from both will feed into national policies and action plans.

1. In what way does your project relate to the topic of <i>Policy Advice vs. Implementation: how to find the right positioning for UN development activities at the country level?</i>	The YEM joint programme works on both levels, policy advice on youth employment and migration, and implementation of capacity building and pilot actions.
2. What is the purpose of the project?	The YEM joint programme supports national and local institutions to implement policy and actions that increase youth employment in Serbia and reduce the negative impact of return and irregular migration.
3. What is the targeted audience of the project?	National government, national institutions (National Employment Service, Center for Social Work, Youth Offices), direct project beneficiaries (disadvantaged youth).
4. What results have been achieved so far in the project, which are related to Policy Advice vs. Implementation?	Improved knowledge and better informed policies and action plans: <ul style="list-style-type: none"><li>• Regular collection and analysis of youth</li></ul>

	<p>employment data significantly improved and 15 new youth labour market indicators are developed and now regularly used.</p> <ul style="list-style-type: none"> <li>• Technical support to the Government with the new strategy and action plan on employment and labour migration in progress.</li> <li>• National campaign to raise awareness on youth employment in progress.</li> </ul> <p>Improved and better integrated institutional services:</p> <ul style="list-style-type: none"> <li>• All centers for social work in the YEM target districts were trained to introduce the case management approach.</li> <li>• Youth offices completed training to better understand - and work with the most vulnerable youth. Developed new model to provide up-to-date information through InfoPoints.</li> <li>• Local employment councils supported to set priorities and targets for inclusion of disadvantaged youth in their municipalities.</li> </ul> <p>Pilot actions to support employment opportunities for disadvantaged youth:</p> <ul style="list-style-type: none"> <li>• New active labour market measures for disadvantaged youth developed and implemented by the National Employment Service</li> <li>• Over 150 disadvantaged youth in on-the-job training, work placement and self-employment.</li> </ul>
<p>5. What is the degree of awareness of knowledge sharing in the project country(ies)?</p>	<p>Knowledge is shared between implementing partners and national partners. Awareness and knowledge sharing of the programme is high with all national partners as confirmed by first year monitoring.</p> <p>In addition, information is shared with other countries where similar projects are implemented.</p> <p>UN reform related practices from this project are shared with UN DOCO/HQ.</p>

Section 4: REFLECTIONS

<p>1. Which of your project activities were particularly successful and why? How could these successes be replicated?</p>	<p>The work on improving quality and structure of data on youth employment – and to feed this into the new national employment strategy.</p> <p>The work on implementing case management into centers for social work, and introduction of integrated service delivery.</p> <p>Interest in both areas from the national partners is very high and these are priority areas of the current Government for change. National partners have been very much involved in both, planning and implementation of these activities within the joint programme.</p> <p>Cooperation between international agencies worked very well as the specific expertise of ILO, IOM, UNDP, and UNICEF could be used to contribute to the wider goals of the programme.</p>
<p>2. Which of the project activities were not successful and why?</p>	<p>The Youth Employment Fund has a target of 3.000 beneficiaries until the end of the programme. After one year, there are about 150 beneficiaries. One of the reasons for the delay is the time it took to design and approve the specific fund measures. Some of the measures were not in line with national regulations and compromises had to be found. The programme started in May 2009, but the fund was only fully operational beginning of 2010.</p>
<p>3. Which challenges did you encounter and how did you overcome them?</p>	<p>Apart from what is stated under point 2, so far, the main challenge is the very restricted timeframe for programme implementation. The official programme start is the date of transfer of first instalment. Programme staff and infrastructure could only be established considerably later. Apart from this, governance of the joint programme, and expectations of delivery as one is challenging, as this ultimately depends on full commitment of heads of agencies of all participating partners.</p>
<p>4. What are the most important lessons learned that you would like others to know (max 5 examples)?</p>	<ul style="list-style-type: none"> <li>- Strong involvement of key national partners in both, design and implementation of the joint programme.</li> <li>- Contribution of specific knowledge of four international organizations to national policies and capacity building for national institutions.</li> <li>- MDG F joint programme as a pilot for delivery as one.</li> <li>- Joint programme delivery of improved quality and structure of data on youth employment and input into national strategies and action plans.</li> </ul>

	<p>- Joint programme contribution to implementation of integrated service delivery – coordinated input to three national ministries (Ministry for Economy, Labour and Social Policy, and Youth).</p> <p>- Design and implementation of new active labour market measures through the YEM Youth Employment Fund.</p>
5. To whom would you like to communicate these lessons?	UN Agencies, representatives of national partners.
6. What would you do differently if you could start the project again?	<p>Have stronger commitment/support from UN in general and more power delegated to UN RC at country level.</p> <p>Have more open discussion and stronger commitments and agreements on timing of programme delivery and challenges related to strict programme lifetime, and on cooperation on all the relevant levels (programme staff, heads of agencies, UN country team) and programme governance.</p>
7. What knowledge sharing tools and methods did you use in your project or initiative, and how?	Knowledge sharing is integrated into the programme governance structure – mainly through the Programme Implementation Unit, the Programme Management Committee and the National Steering Committee. Implementing international organizations and national partners take actively part in all three levels.
8. Did you strengthen the capacity of people involved in the project (including yourself) to use these methods or tools? If yes, how?	No specific measures were implemented. Knowledge sharing is integrated into all levels of governance of the joint programme.