

**United Nations Development Programme
Programme Document
Regional Programme for Social Cohesion and Youth Employment for Sub-Sahara Africa**

RPF Outcome:

- 1) Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented.
- 2) Conducive policy and regulatory environment for private sector growth including private sector participation; diversified private sector including SMEs.

Expected Outcome:

- 1) A comprehensive approach to employment, particularly youth employment and development fostered in the selected African countries (Cape Verde, Cote d'Ivoire, Gambia, Guinea, Guinea Bissau, Kenya, Liberia, Lesotho, Malawi, Mozambique, Senegal and Sierra Leone,), including improved management of labor statistics.
- 2) Increased number of youth gainfully employed
- 3) Strengthened labor market institutions and improved labor-management relations

Expected Outputs:

- 1) Strengthened capacity for the compilation and monitoring of labor and employment statistics in the selected countries;
- 2) Comprehensive pro-employment macro-economics and national frameworks developed in the selected countries;
- 3) Medium term, fully costed action plans for youth employment prepared in the selected countries;
- 4) Increased paid and self-employment through enterprise development and job creation, including the development of at least one youth employment programme and training activities initiated in each of selected countries;
- 5) A functioning platform for social cohesion in sub-Saharan Africa developed and support to social dialogue amongst the tripartite interest of government, labor unions and employers' organizations strengthened.
- 6) Direct support provided through country specific projects in the selected pilot countries.

The overall objective of this programme is to generate decent employment, particularly for young people and promote social cohesion through supporting the formulation and implementation of appropriate pro-poor policies, capacity strengthening of relevant institutions and the creation of sustainable enterprises. The focus will include the provision of support to relevant government ministries and agencies for effective labor market information to inform employment policy formulation with particular attention to youth employment strategies. This will be linked to capacity building through skills development for increased opportunities for youth employment; the creation of an enabling environment for enterprise development to facilitate paid-employment and self-employment, and the promotion of policies to foster social, economic and political integration.

The programme will be implemented through an integrated and coherent strategy around the following principal elements:

- ◆ Economic and social policies to promote growth and expand the demand for labor
- ◆ Labor legislation and labor market policies and programmes (LMPs)
- ◆ Education and training
- ◆ Enterprise development and job creation
- ◆ Strategies to promote social cohesion and protection for decent employment

Implementation will be through a phased approach with the current document covering the first phase, which will be for a period of 2 years. During this period partnership with ILO, UNIDO, and the governments of the selected countries, as well as the private sector, NGOs, academic and research institutions, and other relevant stakeholders will be strengthened to lay concrete foundation for future programme activities. The partnership will also ensure enhanced national ownership as well as institutional development and sustainability of results.

Programme Period: 2008-2010
Project Title: RF/08/ 00_ - Regional Programme for Social Cohesion and Youth Employment for sub-Sahara Africa
Award ID: _____
Project ID: _____
Project Duration: 2 years
Estimated Start Date: April 1, 2008
Execution modality: DEX

Total Budget: US\$ 24,790,000
Allocated resources:
• Other: US\$17,021,277 (Spanish)

Unfunded budget: US\$ 7,768,723

<u>Name</u>	<u>Position</u>	<u>Signature</u>	<u>Date</u>
Agreed by UNDP: Mr. Gilbert Fossoun HOUNGBO	Director, RBA		08 July 08
Agreed by at least 2 National Governments:			
Liberia: Dr. Toga MC INTOSH	Minister of Planning and Economic Affairs	_____	_____
Cape Verde: ANTÓNIO PEDRO ALVES LOPES	DIRECTOR-GERAL DA COOPERAÇÃO INTERNACIONAL MINISTÉRIO DOS NEGÓCIOS ESTRANGEIROS, COOPERAÇÃO E COMUNIDADES	_____	_____

Section I

Part I: Situational analysis and strategy

1.1 Situational analysis

The challenge to step up rapid job creation, particularly for youth¹ as a major path towards *poverty reduction* remains a major element in Africa. Despite encouraging economic growth in Sub-Saharan Africa countries, reaching about 4.8% in 2006² extreme poverty levels have remained high. Overall, the impact of economic growth on poverty reduction and employment generation has been marginal. On average, the incident of poverty in sub-Saharan Africa increased from 44% in 2000 to 47% in 2005. Unemployment rate has increased slightly from 9.2% in 1996 to 9.8% in 2006³. Economic performance in sub-Saharan Africa has been diverse with several countries making progress, some stagnating and others lagging behind. For example, between 1996 and 2006, 18 countries had sustained annual growth rates of over 4%, 22 had between 3.9% and 0%, and 2 had negative growth rates. Although the reasons for this diversity are varied, evidence shows that countries that have experienced chronic socio-economic, governance-related/political and developmental problems have performed poorly. In addition, the economic decline has been further exacerbated by the violent civil conflicts and political instability that prevailed in most of the sub-region.

Youth unemployment rate in sub-Saharan Africa was 18.2% in 2005⁴, accounting for about 60% of the total unemployed in the continent. On average, young people have higher unemployment rates than adults – an indicator of the difficulties that the former face in entering the labor market due to factors such as the lack of work experience and information on how to search for jobs, and inadequate skills profile demanded in the labor market. According to ILO, in 2003 in sub-Saharan male unemployment rate of about 23% exceeded that of female, which was about 19%.⁵ Unemployment figures do not, however, fully describe the labor market situation for men and women as they tend to exclude people who could not 'seek' work because job opportunities are limited, or because of restricted labor mobility and/or social, structural and cultural discrimination and exacerbate social exclusion. In addition, the vast majority of youth work in the informal economy with women accounting for a higher proportion, which also camouflages the high unemployment rate for women.

A factor of concern is the correlation between unemployment, particularly among the youth, and violence and insecurity including illegal migration. It is increasingly clear that the prolonged conflict that affected a number of countries in the sub-region has left many domestic economies unable to generate productive employment and absorb new entrants into the labor market. Additionally, the civil conflict destroyed education, training and work facilities; broke down families, communities and social fabric; and undermined governments' ability to provide basic public services. The "Boat migration" with unauthorized migrants attempting to reach Southern European shores, often in rickety vessels, has been most visible and attracted both media and political attention. Many of these young people die of starvation and other hazardous conditions or are arrested during their attempts.

The consequence is a large pool of unemployable youth and disadvantaged young adults that has further aggravated social exclusion and the number of the socially excluded/vulnerable groups. Additionally, most young people tend to work in the informal economy with little or no protection, no voice and

¹ The UN definition for youth is ages 15 to 24; Sierra Leone extends the age limit to 35 because of the 11 years of civil war and its consequence on education, etc.

² African Employment Trends, April 2007, ILO

³ African Employment Trends, April 2007, ILO

⁴ Global Employment Trends for Youth (Geneva, 2005)

⁵ ILO, Global employment trends model, 2003.

mostly with incomes below or at poverty level. In the years leading up to 2015, the youth population in the region is expected to increase by 36 million while the youth labor force is expected to grow by 22 million to reach a total of 135 million, which will further exaggerate the problem. The rapidly growing population with limited opportunities for employment and decent livelihood are threats to stability in the sub-region. Unemployment, particularly youth unemployment is both a socio-economic and a security issue for West Africa. Investing in employment through appropriate policies, legislation, programmes and adequate resources is a priority for poverty reduction and the achievement of the MDGs.

The adoption of the Millennium Development Goals (MDGs) in 2000 reinforced the importance of employment creation, particularly youth employment for poverty reduction and development. The Youth Employment Network (YEN), a product of the MDG Summit, sets five principles or global priority policy areas on youth unemployment: employability, employment creation, equity, entrepreneurship and environmental sustainability. These principles and commitment to youth employment were endorsed by the Extraordinary African Union Summit on Employment and Poverty Alleviation in Ouagadougou in September 2004 and reiterated in the 2006 ECOSOC Ministerial Declaration. The African Youth Charter, adopted by African Heads of State and Government at the African Union Summit in Banjul in July 2007, reaffirmed the importance of issues such as education, training and entrepreneurship in meeting the needs and aspirations of young people in term of productive employment.⁶

1.2 Problem to be addressed

This programme will address the overarching problem of high unemployment with specific focus on the following:

- ◆ The provision of technical support to government ministries of finance and economic planning, and line ministries/agencies in charge of employment in the areas of employment policy formulation with particular emphasis on youth employment strategies.
- ◆ Institutional capacity strengthening of national statistics offices with focus on strengthening labor and employment statistics.
- ◆ Mitigating the disappointing results of existing governmental youth programs because of weak skills of programme beneficiaries, decentralization of inadequate programme responsibilities, and the multiplicity of decision centres and the non-availability of operational tools to monitor and follow up on youth integration activities.
- ◆ Consolidating effort to restrict migration of young people, including the illegal and dangerous “boat migration”, migration to urban slum that swells the high number of street children and marginalized youth, and the fight against trafficking of people.
- ◆ The structural, social and cultural barriers that adversely impact the access of girls and young women into training and opportunities for employment.
- ◆ Social exclusion of youth, including limited access to productive resources like land, labor and credit.
- ◆ The quality and appropriateness of training to produce employable young people.

1.3 Programme Objectives

Addressing employment is critical for dealing with poverty reduction and ensuring progress in achieving the MDGs in particular the eradication of extreme poverty. In many ways employment, and particularly youth employment, constitutes the missing link that can ensure that economic growth

⁶ See Article 15 on “Sustainable Livelihoods and Youth Employment”.

translates into poverty reduction. The longer term impact of this programme is to ensure the centrality of employment to poverty reduction and development by equipping governments with the necessary tools and expertise to formulate, implement and monitor employment policies within the overall development processes. The Youth Employment Action Plans and funded pilots will also become an integral part of national poverty reduction strategies.

The programme objectives are fully aligned with the Bureau strategy, the Capacity Development and Pro-Poor Growth and the third regional cooperation framework. The overall objective of this programme is to facilitate the generation of decent employment, particularly for young men and women in Africa and specifically in the selected countries through the promotion of appropriate pro-poor policies, support to strengthen relevant institutions, removal of social barriers, the creation of sustainable enterprises and promotion of institutions to promote social integration.

Part 2: Programme Strategy

2.1 Regional Dimension

The alarming growth of unemployment, particularly among the youth, is a critical issue of concern for many African countries. The correlation between youth unemployment, youth poverty, social exclusion and violent conflict has been clearly established, including increasing the vulnerability of youth to recruitment for violent and illegal activities. Another alarming consequence associated with desperate situation of youth unemployment, particularly in Western and Eastern Africa, illegal migrations to Europe via unsafe transportation like trekking across the desert and by boat.

The cross-border dimension of the unemployment problem and the spillover effects necessitate a holistic regional approach. With the similarities of constraints faced by groups of African countries (e.g. West Africa with illegal migration, conflict/post-conflict countries with ex-combatants, etc), a regional programme will provide an enabling platform for comparative analysis across countries, facilitate solution sharing, identify sub-regional approaches, explore cross-boundary solutions and economies of scale in the delivery of interventions. The regional approach will also support regional dialogues on sensitive issues and emerging developmental issues. Additionally, the interest of development partners in supporting initiatives to restrict illegal migration through the promotion of developmental activities including investments is increasingly being considered in a regional framework. The programme will assist in consolidating support and promote comprehensive approach to addressing the unemployment problem.

Knowledge creation and targeted dissemination to empower the main actors, including government ministries agencies, employers and trade unions, is a key strategy of this programme. The two Africa Bureau Regional Service Centers in Dakar and Johannesburg will manage knowledge created. Sustained capacity development and partnership with UN agencies, Regional Economic Commissions (RECs), the Youth Employment Network (YEN) and other stakeholders will create a regional community of practice and ensure that knowledge created is permanently maintained and available.

2.2 Programme strategy and components

The programme strategy is centered on close collaboration with specialized UN agencies, national governments, regional institutions (like ECOWAS, MRU, SADC, etc), civil society including youth organizations and the private sector. Particular effort will be made to ensure linkage with ongoing national and regional initiatives on employment, particularly youth employment, such as labor-intensive programmes in civil works, infrastructural development and agri-business that have high

potentials for generating employment opportunities for young people. Increased regional integration will foster a climate for growth and employment opportunities. The programme will pursue its objective through a coherent approach that will integrate gender sensitive issues, empowerment and social cohesion in the planning, implementation and evaluation of employment policies and programmes.

The programme will be implemented through a phased approach to reflect ongoing national and regional activities on youth employment issues and for the consolidation of results of past and ongoing national initiatives on youth employment while seeking harmonization with local initiatives. In this regard, the programme will have a regional-focused component and country-level projects providing direct support to the selected countries based on approved project documents. The regional component will focus on generating, compiling and disseminating knowledge; advocacy at regional policy level on employment and pilot activities to support social cohesion and dialogue for decent employment.

The ultimate aim of the programme is to play a catalytic role in expanding employment opportunities for youth and socially disadvantaged men and women through five integrated activities:

- a) **Mainstreaming employment, particularly for young people, into economic and social policies to promote growth and expand the demand for labor:** The eight selected countries have prioritized employment, particularly youth unemployment, as a primary strategy for poverty reduction and improving national security. To this end, employment and the decent work agenda will be mainstreamed into national development and macro-economic frameworks through the MDG-based planning processes. The programme will collaborate with designated high-level national focal institutions to coordinate the various actors involved in activities that are pursuant to the objective of increased employment. Key to this approach will be the identification, prioritization and development of an integrated and coherent policy for employment, focusing youth employment in the main areas of investment, trade, monetary, fiscal, employment and social policies. The approach will facilitate effective partnership involving all relevant stakeholders to promote the generation of employment opportunities nationally and encourage the mobility of labor within the sub-region. Regional development policies that facilitate inter- and intra-regional labor mobility will be promoted. In addition to incentives for job creation, supply side issues that constrain job creation and promote fiscal disincentives (corruption, bureaucratic red tapes, etc) will be addressed through enhanced law enforcement and information dissemination. A section of this component will focus on expanding regional economic space to facilitate increased regional cohesion and trade. ECOWAS and UEMOA already have policies in place for increased regional integration and trade promotion. The programme will work closely with these organizations to enhance the operationalization of these policies.
- b) **Generating labor market information to inform employment legislations and policies:** The generation and analysis of labor market statistics is central to planning for employment. The capacity of national statistical offices and labor market institutions to collect and analyze statistical data on employment, particularly youth employment, to inform the decision-making process and to monitor and evaluate employment policies as well as progress towards the achievement of MDG 8 will be strengthened. Existing labor legislations and policies (including wages policies and incentives for employing young people) will be reviewed and revised to ensure consistency to the objectives for the creation of employment. A multi-stakeholder approach at the country and sub-regional levels will be developed to facilitate the support and commitment of national/regional actors, including employers to youth employment programmes. Employers' organizations, private sector,

trade unions and youth groups will also be involved. Interventions that combine direct support and institutional development activities will be developed and pilot programmes targeting young people will be established and effectively scaled up. Institutional development will focus on increasing the effectiveness of the labor market information systems for designing, monitoring and evaluating the strategies and programmes for pro-job growth. Special effort will be made to include specialized programmes that address the needs of the most vulnerable youth, particularly the disabled, ex-combatant youth and young women.

- c) **Education and skills training:** Relevant and quality education provides definite advantage to securing decent work and thereby reduces the incident of poverty. In addition to encouraging the provision of basic education for increased literacy rate, the programme will review the curricula of technical, vocational and professional education institutions to ensure relevance to the demands of the job market. Improved quality teaching, reinforcement of civic and moral education will be of particular importance to ensure personal and national integrity. Education and training will be guided by the demands of the labor market, e.g. work experience, on-the-job training, apprenticeship schemes, etc. The training programmes will be strategically aligned to environmentally sensitive technologies and income-generating opportunities, and specifically targeted for youth. Special, targeted programmes like the National Environment Youth Corps programme implemented in the Gambia, Liberia and Lesotho will be redesigned and developed to respond to the needs of school dropouts and unemployed young people in urban and rural areas. Special efforts will be made to integrate and rehabilitate people affected by conflicts through community-based training and apprenticeship schemes. The programme will also support countries to establish Human Resources Development Centers and Employment Centers with the specific responsibility to advice and manage employment issues.
- d) **Enterprise development and job creation:** A dual system approach combining technical/vocational training with entrepreneurial skills development will be adopted. The ultimate aim is to institutionalize the dual system of training and entrepreneurship to encourage self-employment. The Governments will be encouraged to improve the business environment by providing special incentive packages to employers to enter into public-private partnership, management and cost-sharing arrangements. The component will cover the broad-based economic, regulatory and institutional framework under which successful businesses operate. It will emphasis an integrated approach targeting unemployed educated youth (post-secondary) by providing specialized training with internship and apprenticeship opportunities in diverse areas, including agri-business. Upon completion, the graduates will be assisted to establish their individual or group businesses. Young businesses will be supported under business incubator programmes with subsidized essential infrastructure and/or administrative services to overcome initial management and logistical problems. The services will include business advisory, research and technology development (through partnership with the private sector), quality control, strengthening business association, and access to financial services, especially micro credit and business loans. Effective public-private partnerships will ensure that the private sector takes proactive role in addressing the challenge of creating decent jobs for young people. While public sector support self-employment schemes and youth entrepreneurship will encourage young people into establishing and operating self-owned businesses. The extent of support under this component will vary depending on the country priorities and needs, expertise and support that the private sector will be committed to provide, as well as the commitment of governments to support the recommended schemes.

- e) **Strategies to promote social cohesion and protection for decent employment:** Generally, labor market institutions in sub-Saharan Africa, including those that manage labor relations and support social dialogues are weak and inexperienced. In addition, labor institutions tend to focus their concern on the formal sector, which account for a fraction of employment (about 5% or less in most African countries)⁷. Organized labor is non-existent in the rural sector and informal sector. Although many countries have ratified the core international labor conventions, there are gaps between these and national labor laws and in the implementation/enforcement of labor-related laws. The focus will be on building concrete foundation to facilitate social dialogue around employment issues. The objective will be to strengthen tripartite cooperation framework with government, workers and employers for reaching good labor relations, increased productivity and building consensus on socio-economic issues. Experience will be drawn from Labor Advisory Councils, which exists in many African countries, and build on these to include social partners like trade unions and independent employers associations.

2.3 Programme Outputs

Through focused country-specific support and a strong regional component, the programme will facilitate the generation of decent employment, particularly for young men and women in the selected countries; will promote knowledge sharing on employment and pro-job policies in Africa, and build solid foundation social integration and employment. The overall objectives of the programme will be achieved through the following expected outputs:

- 1) Strengthened capacity for the compilation and monitoring of labor and employment statistics in the selected countries;
- 2) Comprehensive pro-employment macro-economics and national frameworks developed in the selected countries;
- 3) Medium term, fully costed action plans for youth employment prepared in the selected countries;
- 4) Direct support provided to the selected countries in the formulation and implementation of country specific employment projects.
- 5) Increased paid and self-employment through enterprise development and job creation, including the development of at least one youth employment programme and training activities initiated in each of selected countries;
- 6) A functioning platform for social cohesion in sub-Saharan Africa developed and support to social dialogue amongst the tripartite interest of government, labor unions and employers' organizations strengthened.

For the sustainability of the programme/project results, the programme will embark on a rigorous capacity development drive to strengthen the national institutions responsible for the various activities that relate to the intervention. Principally, special efforts will be made to build capacity in the Ministries of Employment and Youth, Departments of Statistics, Labor Unions and youth organizations.

To ensure smooth transition of responsibilities from the programme to the national entities, all programme activities will be undertaken jointly with the national counterparts in these institutions. The combined implementation modality, with the national execution modality for country-specific projects, will facilitate exchange of best practices and effective transfer of knowledge and skills among the pilot countries and within the national settings. Responsibilities for project implementation will gradually be shifted to the national authorities.

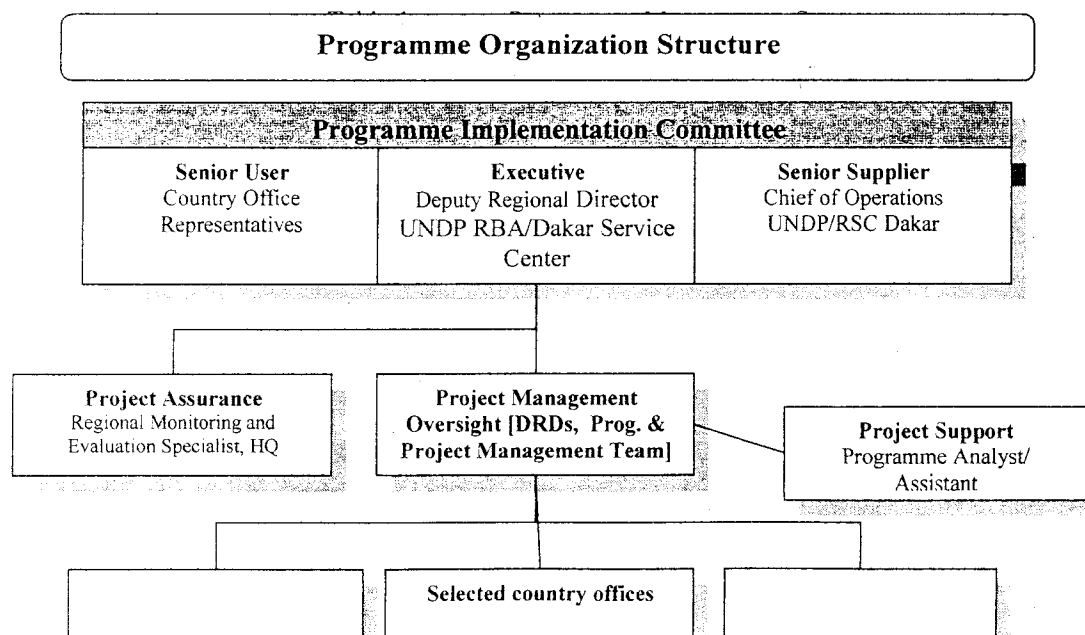
⁷ World Bank Policy Note 3, November 2006

Part 3: Programme Management Arrangements and Structure

A combination of DEX with substantive management responsibilities to relevant specialized UN agencies and national authorities is being proposed. The overall management and operational responsibility for the proposed sub-regional programme will be by UNDP under the Deputy Director of the Dakar Regional Service Center (Dakar RSC). To promote national ownership, relevant national government entities will be assigned direct implementation responsibility for the country specific projects. Where required, expertise will be drawn from relevant UN specialized agencies, notably UNIDO, ILO and UNESCO to implement some activities of the programme.

The combination of direct, national and agency implementation will ensure a coordinated overall management of the programme while at the same time promotes national commitment and ownership at country level. Since there is no single UN entity with the combination of expertise required and the capacity to manage the different components of the programme, direct UNDP execution for the overall programme will enable UNDP/RBA to coordinate, facilitate and bring to bear inputs from different technical agencies, notably, ILO, UNIDO and UNESCO, who will be key partners in the implementation of the programme; and also enhance coordination at national and regional level, particularly among the selected countries. Additionally, the main sponsor of the programme, Spain has indicated preference for direct UNDP management.

The Project Board will act as the *Regional Steering Committee* (See Annex 1 for the programme management structure). It will comprise representatives of the implementing partners, governments' representatives and civil society. Other members will be co-opted on an ad hoc basis as deemed necessary. The RBA Deputy Director for West and Central Africa will act as Chair of the Steering Committee (SC) and the Programme Coordinator will service as the Secretary. The SC will provide overall guidance and oversee the implementation of the programme through setting policy guidelines; approval of AWP and budgets; and the promotion of intra-agencies and inter-programme coordination. The SC will also provide programme oversight through the assessment of programme progress against plans and the management of exceptions. In this regard, the programme management team will prepare detailed annual activity plans for endorsement by the SC. These plans will be reviewed and updated on a regular basis.



A core regional programme staff team comprising a Programme Coordinator, two employment policy experts, a social cohesion/governance expert and a finance/administrative officer will be established. This team will be directly responsible for the implementation of programme activities, the production of project outputs and the attainments of project results, including the coordination of the country-specific projects. The team will be based in the Dakar Regional Service Center under the supervision of the RBA Deputy Director for West and Central Africa. The team will also coordinate knowledge management, particularly the sharing of best practices on employment in the sub-region. For the purposes of consultation and coordination, the programme team will engage with representatives from other interested partners such as civil society organizations, private sector actors, and other relevant multilateral organizations on regular basis.

Project implementation at the national level will be in close collaboration with the UNDP country office in the country, the relevant government ministries and departments (including the Ministries of Employment, Youth, Trade and Industry, Planning), youth and women organizations, and other relevant national stakeholders (including employers associations, trade unions, the private sector, etc). National Project Managers/Coordinators will be recruited or assigned by the government to manage the national projects. He/she will be responsible for country level outputs, ensuring accountability and programme performance, including promoting national ownership, and effective day-to-day direction and management of programme activities. In addition, he/she will ensure linkages with ongoing national employment initiatives to avoid duplication.

The responsibility for approving national project proposal will rest with the Deputy Director of the Dakar Regional Service Center (Dakar RSC). The UNDP country offices, in collaboration with national stakeholders will prepare the project documents as per UNDP. The country specific project documents will be submitted to the Deputy Director UNDP/RBA, through the regional programme Coordinator. The Regional Programme Coordinator will ensure that activities of the country specific projects are fully aligned to the regional programme and that adequate cognizance is taken of ongoing employment and youth employment initiatives.

A key management component of the regional programme will involve knowledge management, particularly sharing of best practices. To connect countries to knowledge, experience and resources on employment and social cohesion, the Dakar Regional Service Center will establish an Advisory Panel, which will comprise well-known specialist in government, academia, institutions of excellence and civil society. The Panel will meet at least twice a year, to provide advice and guidance to UNDP, through the Dakar Regional Center, on employment and social cohesion issues in sub-Saharan Africa. This guidance will also include proposals on new and innovative employment opportunities. When necessary, Panel members could also be used for consultancy services.

Part 4. Monitoring Framework and Evaluation

Monitoring and Evaluation (M&E) will be an integral part of the implementation of programme, in order to track implementation progress and assess performance. The annual work plans and budgets will constitute the basis for monitoring the implementation of project activities, while the results and resources framework will constitute the yardstick for output monitoring and evaluation.

The UNDP country offices, supported by the National Project Managers will be responsible for the monitoring of national project activities. The RBA/Dakar RSC will be responsible for overall M&E of the Programme, including the approval of the annual work plans and budgets through the Programme Steering Committee. RBA /Dakar RSC will undertake quarterly reviews of implementation progress,

based on progress reports prepared by the country offices project teams and the programme management team. The progress reports will include technical and financial updates and constraints in project and programme implementation. The quarterly reviews will recommend on the improvement of programme performance and strengthening of policy and implementation guidelines whenever necessary. RBA/Dakar RSC will undertake at least one field visit to each of the selected countries to verify implementation progress and hold discussions with beneficiaries, including government officials, youth organizations and labor management institutions to obtain performance feedback.

Standard annual audit will be conducted. Annual stakeholders' meetings will be organized at regional level to review contributions to national initiatives and the overall performance of the regional Programme based on the annual technical, financial and audit reports. The review will cover the assessment of programme/project outputs and activities; financial management; and will examine the continued relevance of Programme objectives and strategy, providing the opportunity for redirection where required; and will assess the programme's contribution to the creation youth employment at national level. Project beneficiaries will be given the opportunity to express their opinions and experiences with project implementation, with a view to addressing any shortfalls.

The programme will be subjected to a terminal evaluation. The evaluation will provide the opportunity to assess performance and impact; on whether the long term results of the program were achieved; and examine the sustainability of gains made. The terms of reference, timing and organization of the terminal evaluation will be jointly decided by all partners at least six months prior to the end project date.

Part 5: Legal Context

This programme document and the country specific project documents shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement [SBAA] between the Governments and UNDP.

The implementing agencies agree to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via internet using the following link: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document, including the country-specific project documents that will form part of the annex to this document.

For those countries, which have endorsed the programme the following text applies:

- The programme document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.
- Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

List of Annexes

- Annex 1: Risk Log Matrix
Annex 2: Programme Budget

Section II: PROGRAMME RESULTS AND RESOURCES FRAMEWORK

Objective: The longer term impact of this programme is to ensure the centrality of employment, particularly youth employment, to poverty reduction and development by equipping governments with the necessary tools and expertise to formulate, implement and monitor employment policies within the overall national planning processes. Youth employment action plans and funded initiatives will also become an integral part of national poverty reduction strategies.

RBA Regional Programme 2008 – 2011 Outcomes

1. Regional, sub-regional and national strategies for higher levels of pro-poor growth, and the reduction of gender inequalities formulated and implemented;
2. Accelerated pace of progress towards attainment of the MDGs in Africa and adequate resources mobilized in support of them;
3. Strengthened capacity of African countries for increased participation in global trade and linking trade policies to poverty reduction;
4. Conducive policy and regulatory environment for private sector growth including private sector participation; and
5. Strengthened economic governance and enhanced service delivery;

Project title and ID (ATLAS Award ID): Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa

Outcome indicators, including baseline and targets

- 1) Comprehensive and integrated approach to employment.
- 2) Number of national statistics offices provided with technical support
- 3) Number of PRSPs with comprehensive employment friendly macroeconomics frameworks and youth employment action plans.
- 4) Number of community youth initiative funded
- 5) Number of employment opportunities created

Targets:

- ◆ At least 8 countries with robust pro-poor growth plans, incorporating decent work agenda for youth.
- ◆ X number of job opportunities created;
- ◆ Foundation for robust labor management mechanism in at least 8 countries.

Baseline: Fragmented support to employment; Low capacity of National Statistics Offices in the management of employment data. Labor Advisory bodies established in some African countries but involvement of social partners in these limited.

Partnership Strategy: The partnership strategy is to mobilize broad-based support and strong political commitment for a sustained youth employment programme, involving key stakeholders (governments, youth organizations, NGOs and CBOs, UN agencies and other development partners, etc). By enlarging the dialogue on youth employment issues beyond the traditional government institutions and ensuring actual involvement of youth and social partners in the decision-making, the programme will enhance its relevance and chances of success. The partnership amongst relevant UN agencies, the governments of the selected countries, donors, the private sector and other relevant stakeholders will harmonize the vision and strategy, consolidate current efforts, and provide much needed traction for efforts to improve prospects for marshalling significant resources to support youth employment.

Intended Outcome 1: A comprehensive approach to employment, particularly youth employment and development fostered in the selected African countries (Cape Verde, Cote d'Ivoire, Gambia, Guinea, Guinea Bissau, Kenya, Liberia, Lesotho, Malawi, Mozambique, Senegal and Sierra Leone), including improved management of labor statistics.

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
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<p>1. Strengthened capacity for the compilation and monitoring of labor and employment statistics in the selected countries;</p>	<p>1.1 Programme launch and sensitization</p> <p>1.2 Improved employment and labor market statistics for policies planning, formulation and implementation</p>	<p>1.1.1: Organize a high-level regional conference to launch the programme.</p> <p>1.2.1: Review national employment policies and ongoing employment initiatives, particularly youth employment initiatives, in the selected countries</p> <p>1.2.2: Review the capacity of national statistical offices and labor market institutions.</p> <p>1.2.3 Develop and implement training programmes on the collection and analysis of statistical data on employment, particularly on youth, to inform the decision-making process.</p> <p>1.2.4 Formulate support and provide advice to government ministries and agencies responsible for monitoring labor and employment statistics.</p>	<p>UNDP/ILO and relevant national stakeholders</p>	<p>Workshop/seminars ; consultants; travel and supplies; facilities and supplies.</p> <p>US\$ 500,000</p>
<p>2. Comprehensive pro-employment macro-economics and national frameworks developed in the selected countries;</p>	<p>2.1 Effective system for labor market analysis covering both demand and supply side of the labor market established.</p> <p>2.2 The capacity for employment policy planning, formulation and implementation strengthened</p>	<p>2.1.1. Undertake studies and analysis on employment, labor absorption and labor market issues for improved employment and labor market policy formulation.</p> <p>2.1.2. Review and analyze special national employment schemes to determine their effectiveness for increased employment, particularly youth employment.</p> <p>2.1.3. Conduct analysis of potential for labor absorption in the agricultural and other productive sectors, and in the service sector.</p> <p>2.1.4. Conduct study on wage patterns and wage policies, particularly in the private sector.</p> <p>2.2.1. Direct policy formulation support and advice to government ministries and agencies responsible for youth employment.</p> <p>2.2.2. Identify, prioritize and develop key components of an integrated and coherent policy for youth employment.</p> <p>2.2.3. Strengthening the capacity of national statistical offices and labor market institutions to collect and analyze statistical data on employment, particularly on youth, to inform the decision-making process, and to monitor and evaluate employment policies.</p>	<p>UNDP/ILO and relevant national ministries.</p>	<p>Trainings; consultants; direct support; facilities and supplies.</p> <p>US\$ 1,000,000</p>

<p>3. Medium term, fully costed action plans for youth employment prepared in the selected countries</p>	<p>3.1 Action plans for your employment prepared, approved and start to be implemented in the selected countries</p>	<p>3.1.1. Conduct studies on nature, extent and geographical distribution of youth employment problems and prospects. 3.1.2. Designate national high-level focal institutions to coordinate the various actors involved with youth employment. 3.1.3 Youth Organizations supported to prepare Youth Action Plans 3.1.4. Launch resource mobilization efforts for the funding of plan implementation.</p>	<p>UNDP, ILO, UNIDO and relevant national institutions.</p>	<p>Consultants; direct support; facilities and supplies. US\$ 500,000</p>
<p>4. Direct support provided to the selected countries in the formulation and implementation of country specific employment projects.</p>	<p>4.1. The 12 selected countries develop and start implementation of their country-specific projects on employment.</p>	<p>4.1.1 Review of country-specific employment projects and get project approved. 4.1.2 Prepare allocation plans and allocate funds to the country projects. 4.1.3 Prepare a schedule for monitoring of results through clearly established benchmarks and performance indicators. 4.1.4 Assess the alignment of the priorities of the country specific projects to those of the regional programme. 4.1.5 Facilitate the integration of a regional perspective in the national projects. 4.1.6 Facilitate timely reporting (preparation of quarterly reports) on the use of programme funds both in terms of substantive results and achievements of the national projects. 4.1.7 Undertake mid-term assessment. 4.1.8 Undertake end of project evaluation</p>	<p>UNDP and relevant partners</p>	<p>Direct support; funds for allocation to projects; facilities and supplies. US\$ 14,000,000</p>
<p>Intended Outcome 2: Increased number of youth gainfully employed</p>				

<p>5. Increased paid and self-employment through enterprise development and job creation, including the development of at least one youth employment programme and training activities initiated in each of selected countries.</p>	<p>5.1 Improved education and training programmes for the expansion of employment opportunities.</p> <p>5.2. Macroeconomic environment favorable for labor-intensive SMME development through neutral system of incentives.</p> <p>5.3. Developed agri-entrepreneurial skills and capabilities</p>	<p>5.1.1 Review national curricula and propose reforms particularly in tertiary education, including certification, accreditation, etc.</p> <p>5.1.2 Identify priority capacity building needs in each target country and select candidates for training.</p> <p>5.1.3 Train selected candidates based of skills requirement studies at relevant training centers nationally and elsewhere in the sub-region. Explore use of training modules and apprenticeship.</p> <p>5.1.4 Develop and implement a demand-driven internship program for graduates of the program training.</p> <p>5.2.1 Review national fiscal, tariff and special incentives, and other conditions for promoting large enterprises and domestic SMMEs, and identify factors which discourage labor intensive pattern of development.</p> <p>5.2.2 Seek amendment of aspects that pose as unnecessary bottlenecks to domestic SMME development and labor intensive industrial development.</p> <p>5.2.3 Carry out joint review with youth and women NGOS/CBOs on their involvement in the development of income-generating activities.</p> <p>5.2.4 Set up a framework to support governments to develop policies that facilitate MSME development and sustainability.</p> <p>5.2.5 Promote policy dialogue between a consortium of SMEs and government to facilitate knowledge sharing and enterprise development and trade.</p> <p>5.3.1 Identify priority agri-businesses and value chains, and capacity building needs in each target country and select candidates for training.</p> <p>5.3.2 Train youth and SME entrepreneurs and facilitate networking for access to technology and business information, and improved access to market.</p> <p>5.3.3 Set up an incentive and support system for trainees to return to set up enterprises in their countries and maintain direct support to them.</p> <p>4.2.5. Establish systems for quality assurance and control.</p> <p>4.2.6. Support development and marketing of quality and branded locally produced products on national and</p>	<p>UNDP/ILO/UNIDO/UNCDF; Ministries of education, trade and industries; Micro-finance institutions; Youth and women NGOs/CBOs; Training institutions</p>	<p>Direct support; consultants; facilities and supplies.</p> <p>US\$ 6,000,000</p>
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<p>5.4 Employment opportunities created through non-agricultural sectors, for example environmentally and socially sustainable initiatives; civil works and construction; off-shore contract opportunities.</p> <p>5.5. Access to productive assets, financial and business support services</p>	<p>5.4.1. Develop micro and small enterprises ("franchisees"), create jobs and efficient service delivery system for solid waste collection and disposal in municipalities in the GBA</p> <p>5.4.2. Establish micro-enterprises to provide the maintenance and repair and delivery of basic services in communities</p> <p>5.4.3. Establish National Employment Service Centers or Job Centers.</p> <p>5.4.4. Establish business incubators within the centers to provide start up and support services to youth entrepreneurs.</p> <p>5.4.2 Explore opportunities for off-shore contracts for employment.</p> <p>5.5.1 Initiate negotiations with governments to facilitate access to land, inputs, services and other necessary support for enterprise development.</p> <p>5.5.2 Collect and disseminate loan and micro-finance information to clients, through media, workshops and facilitate agreements between clients and finance institutions.</p> <p>5.5.3 Establish mechanisms for active market information acquisition and dissemination service to promote business/market linkage activities.</p>		
<p>Outcome 3: Strengthened labor market institutions and improved labor-management relations</p>			
<p>6. A functioning platform for social cohesion in sub-Saharan Africa developed.</p>	<p>6.1 Platform for tripartite dialogue established and dialogue facilitated.</p> <p>6.2 Labor management relations improved.</p>	<p>6.1.1 Facilitate social dialogues and debates</p> <p>6.1.2 Review employment advisory committees in countries where these exist.</p> <p>6.1.3 Create platform for dialogue</p> <p>6.2.1 Review labor management relations in the selected countries.</p> <p>6.2.2 Conduct research work national social security systems</p>	<p>UNDP/ILO</p> <p>Consultants; direct support; facilities and supplies.</p> <p>US\$ 790,000</p>

<p>Provision of effective management and technical support for Program Implementation</p>	<p>Functional programme implementation structure established</p>	<p>5.1.1. Set up of regional programme implementation unit 5.1.2. Recruit international experts for employment and Social Cohesion 5.1.3 Set up of the Programme Advisory Panel. 5.1.4. RBA/UNDP establish technical support structure for program implementation, including Steering Committee 5.1.5 Develop resource mobilization and partnership strategies 5.1.6. Monitoring field visits 5.1.7. Steering Committee annual meetings 5.1.7. Terminal evaluation</p>	<p>UNDP</p>	<p>Professional staff; Direct support; consultants; facilities and supplies. US\$ 2,000,000</p>
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Section III: ANNEXES

ANNEX 1: Risk Log Matrix

Project title and ID (ATLAS Award ID): Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa							Date: 13 March 2008		
No	Description	Date Identified	Type	Impact and Probability	Countermeasure/Mgmt Response	Owner	Award ID Submitted/Updated by	Last Update	Status
1.	The socio-economic and governance implications of the targeted intervention require high level of government buy-in and the involvement of the private sector and civil society	March 2008	Economic Political Social	Inadequate collaboration with social partners could marginalize the impact of the programme. Enter probability on scale from 1(low) to 5 (high) P = 3 Enter impact on scale from 1(low) to 5 (high) P = 5	The initial focus countries have high level of unemployment, particularly for youth. The fact that addressing unemployment is high on the development agenda already reduces the risk of non-engagement. UNDP is responding to the request of countries in the youth employment challenge. The risk is further mitigated because country level activities will formulated and managed at national level.	Senior Management	Programme Preparatory team		
2.	Capacity for the implementing the programme	March 2008	Operational	Limited technical capacity for collection, compilation and analysis of employment statistics; engaging social partners in labor management relation may impact on the speed of implementing the programme. P = 3 I = 3	High level experts being recruit. Initial focus will be rapidly increasing the capacity of national statistics department through training and skills transfer.	Programme and project implementation teams.	Programme Preparatory team		

3.	Lack of adequate resources to finance programme activities	March 2008	Financial Operational Organizational	<p>This risk can adversely affect the level of programme coverage and impact.</p> <p>P = 3 I = 3</p>	<p>Spain is fully committed to the programme and has indicated commitment to allocate funds to the programme. The Bureau should also allocate additional funds to cover country-specific projects in non-Spain focus countries.</p>	<p>Programme and project implementation teams. UNDP/RBA Spain</p>	Programme Preparatory team		
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Annex 2: Programme Budget

Project title and ID (ATLAS Award ID): Regional Programme for Social Cohesion and Youth Employment for Sub-Saharan Africa		Fund Source	TIMEFRAME		
			2008	2009	2010 (a)
Account Code					TOTAL
Activity 1: Strengthening capacity for the compilation and monitoring of labor and employment statistics in the selected countries.					
71200	International consultants	Spain	30,000	45,000	75,000
71300	National consultants	Spain	15,000	20,000	45,000
71600	Travel (UNDP, Advisory Panel members and Consultants)	Spain	20,000	20,000	40,000
71600	Travel (Government officials)	Spain	60,000	-	60,000
63400	Programme launching conference	Spain	30,000	-	30,000
63400	Training and workshops	Spain	100,000	50,000	200,000
74500	Logistical support	Spain	20,000	20,000	50,000
	Subtotal		275,000	155,000	500,000
Activity 2: Developing comprehensive pro-employment macro-economics policies and national frameworks in the selected countries.					
71200	International consultants (studies and analysis on employment)	Spain	30,000		30,000
71300	National consultants (studies and analysis on employment)	Spain	15,000		15,000
63400	Training and workshop (Statistical analysis)	Spain	60,000	15,000	75,000
63400	Medium-term training (Statistical analysis)	Spain	100,000	50,000	150,000
71200	International consultants (employment policy formulation)	Spain	30,000	20,000	50,000
71300	National consultants (employment policy formulation)	Spain	15,000		15,000
63400	Training and workshop	Spain	60,000	15,000	75,000
63400	Medium-term training	Spain	100,000	50,000	150,000
71200	International consultants (labor management institutions)	Spain	30,000		30,000
71300	National consultants (labor management institutions)	Spain	15,000		15,000
63400	Training and workshop (labor management institutions)	Spain	60,000	15,000	75,000
63400	Medium-term training (labor management institutions)	Spain	100,000	50,000	150,000
71600	Travel (programme staff and consultants)	Spain	80,000	20,000	120,000
74500	Logistical support	Spain	30,000	10,000	50,000
	Subtotal		725,000	245,000	1,000,000
Activity 3: Support the preparation of medium-term, fully costed action plans for youth employment in the selected countries					
71200	International consultants	Spain	50,000		50,000
63400	Workshop on preparation of youth action plans	Spain	70,000	70,000	140,000
72100	Support to youth organizations to prepare youth action plans and resource mobilization strategies	Spain	120,000	80,000	200,000
71300	National consultants	Spain	50,000	60,000	110,000
	Subtotal	Spain	290,000	210,000	500,000
Activity 4: Providing direct support to the selected countries in the formulation and implementation of country specific employment projects.					
72100	Country office support for employment project implementation (Cape Verde)	Spain	500,000	500,000	1,000,000

72100	Country office support for employment project implementation (Cote d'Ivoire)	Spain	1,000,000	1,000,000	2,000,000
72100	Country office support for employment project implementation (Gambia)	Spain	1,000,000	1,000,000	2,000,000
72100	Country office support for employment project implementation (Guinea)	Spain	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Guinea Bissau)	Funds to be mobilized	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Kenya)	Funds to be mobilized	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Liberia)	Spain	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Lesotho)	Funds to be mobilized	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Malawi)	Funds to be mobilized	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Mozambique)	Funds to be mobilized	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Senegal)	Spain	500,000	500,000	1,000,000
72100	Country office support for employment project implementation (Sierra Leone)	Spain	500,000	500,000	1,000,000
	Subtotal		7,000,000	7,000,000	14,000,000
	Activity 5: Support initiatives to increase paid and self-employment through enterprise development and job creation, including the development of at least one youth employment programme and training activities initiated in each of selected countries.				
72100	Country office support for direct creation of youth employment (Cape Verde)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Cote d'Ivoire)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Gambia)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Guinea)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Guinea Bissau)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Kenya)	Funds to be mobilized	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Liberia)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Lesotho)	Funds to be mobilized	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Malawi)	Funds to be mobilized	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Mozambique)	Funds to be mobilized	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Senegal)	Spain	250,000	250,000	500,000
72100	Country office support for direct creation of youth employment (Sierra Leone)	Spain	250,000	250,000	500,000
	Subtotal		3,000,000	3,000,000	6,000,000
	Activity 6: Setting up of a functioning platform for social cohesion in sub-Saharan Africa developed.				
63400	Tripartite dialogues and debates	Spain	110,000	110,000	290,000
71200	Regional and national consultants (studies and preparation of strategies)	Spain	60,000	60,000	140,000
63400	Meetings with local stakeholders and consultations	Spain	20,000	20,000	60,000
71600	Travel and fact finding missions	Spain	60,000	60,000	180,000
71200	UN resource persons (best practices)	Spain	40,000	40,000	120,000
74200	Publications	Spain	10,000	10,000	20,000
	Subtotal		300,000	300,000	790,000
	Activity 7: Management and technical support for Program Implementation				
61300	Programme Coordinator (ALD 5)	Spain	157,500	210,000	420,000
61300	Employment Experts (2) (ALD 4)	Spain	255,600	340,800	680,400
61300	Governance expert for social dialogue in labor relations (ALD4)	Spain	127,800	170,400	340,800

61300	Finance and Administrative Officer (ALD 3)	Spain	112,500	150,000	37,500	300,000
62200	Programme Assistant (GS 5)	Spain	27,000	36,000	9,000	72,000
72200	Procurement and supplies	Spain	70,000	40,000	20,000	130,000
74500	Operations and maintenance	Spain	20,000	25,000	11,800	56,800
	Subtotal		770,400	972,200	257,400	2,000,000
	TOTAL PROGRAMME BUDGET		12,360,400	11,882,200	547,400	24,790,000

NOTES:

1. Of the total programme budget of US\$ 24,790,000, Spain has contributed US\$ 17, 021,277. The remaining of gap of US\$ 7,768,723 is yet to be mobilized.
2. The available resources of US\$ 17, 021,277 includes GMS of 7%
3. During programme implementation, cost-sharing with host countries and other donors will be explored.
4. Additional resources will be mobilized from Spain for 2010 and for programme extension.

