preparing National Action Plans on youth employment

developing the NAP: planning action

module 6
1. goal
2. youth employment objectives and targets
3. operational outcomes and indicators
4. resources
5. implementation and coordination mechanism
6. monitoring and evaluation
1. goal

- the goal should indicate the overall objective that the NAP on youth employment seeks “to contribute to”
- the NAP should be explicitly linked to the national development plans (e.g. Poverty Reduction Strategy)
- NAP should be aligned with the goal of the country’s broader employment policy (if it exists)
2. Objectives and Targets

Indicate what the NAP aims to achieve by the end of its implementation (long-term impact).

Provide benchmarks to monitor the progress made towards the achievement of objectives and evaluate the impact of the NAP.
example

- **objective 1**: prevent social exclusion of disadvantaged youth by improving their employment prospects
  - target: by the year X, the employment rate of disadvantaged youth has increased by 10%

- **objective 2**: improve access to the VET system
  - target: by the year X, the enrolment rate in VET system has increased by 5%
3. outcomes and indicators

Outcomes indicate a tangible change that is expected to happen within a given timeframe set out in the NAP (mid-term impact)

► always linked to one objective!

Indicators are essential to measure performance and monitor progress

► have to be set for each identified outcome

► should be specific, measurable, achievable, relevant and time-bound (SMART)
example: outcomes & indicators linked to objective 1
(prevent social exclusion of disadvantaged youth by improving their employment prospects)

• **outcome 1.1:** increased number of disadvantaged youth who found employment through activation measures

  *indicators:*
  by the year Y
  – the rate of disadvantaged youth benefiting from ALMPs increased by 30%
  – the rate of disadvantaged youth included in social welfare measures decreased by 20%

• **outcome 1.2:** increased number of disadvantaged youth who moved to jobs in the formal economy

  *indicators:*
  by the year Y
  – 20,000 disadvantaged youth workers have the employment relationship regularized as a result of labour inspection measures
4. resources

• identify human, material and financial resources required for NAP implementation

• make an estimate for each outcome

• identify financial shortcomings and possible external sources of funding
5. implementation and coordination mechanism

- different actors are involved in the implementation of the NAP → necessity of a coordination mechanism

lead government institution

- coordinates the implementation of the NAP
- acts as permanent secretariat of the coordination body

coordination body

includes:
- all line ministries involved
- employers’ and workers’ organization
- representatives of the civil society (especially youth organizations)
6. monitoring and evaluation

• monitoring
  – provides information and feedback
  – allows to assess progress in terms of:
    • ongoing work
    • use of allocated resources

• evaluation
  – serves to verify overall success/failure of the NAP
  – measures performance in terms of:
6. monitoring and evaluation (cont)

- **relevance**
  extent to which the action plan objectives are justified in relation to needs

- **efficiency**
  extent to which the objectives have been achieved

- **effectiveness**
  whether the objectives been achieved at the lowest possible cost and whether better results could have be obtained at the same cost

- **utility**
  whether the expected or unexpected results are satisfactory from the point of view of beneficiaries

- **sustainability**
  extent to which the results and impact are durable over time and will continue also in the absence of further financing