



Engaging Tunisian Youth to Achieve the MDGs

TUNISIA

UNDAF Outcome No. 3 : Between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.

Joint Programme Outcome(s):

- Youth and employment migration policies and programs better adapted to the labor market trends and the specific needs of unemployed university graduates and unemployed low skilled youth in the target regions (Tunis, El Kef, and Gafsa).
- University graduates have better access to decent job opportunities and engage in the creation of SMEs in the target regions (Tunis, El Kef, and Gafsa).
- Low skilled young men and women from El -Kef, Tunis and Gafsa have access to better employment and migration support services and decent job opportunities.

<p>Programme Duration: 36 months_____</p> <p>Anticipated start/end dates: January 2009/ January 2012</p> <p>Fund Management Option(s): Pass through</p> <p>Managing or Administrative Agent: UNDP</p> <p>Lead Agency: ILO</p> <p>Participating Agencies: IOM, UNDP, UNIDO, FAO</p> <p>Administrative Agent: UNDP</p> <p>National Lead Partner: Ministry of Employment.</p> <p>National Partners: Ministry of Social Affairs, Ministry of Development and International Cooperation, Ministry of Agriculture, Ministry of Industry, Private sector (enterprises, Banks), non profit sector associations.</p>	<table> <tr> <td>Total estimated budget*:</td> <td>US\$ 3.115.000</td> </tr> <tr> <td>Out of which:</td> <td></td> </tr> <tr> <td>1. Funded Budget:</td> <td>US\$ 3.115.000</td> </tr> <tr> <td>2. Unfunded budget:</td> <td>_____</td> </tr> </table> <p>* Total estimated budget includes both programme costs and indirect support costs</p>	Total estimated budget*:	US\$ 3.115.000	Out of which:		1. Funded Budget:	US\$ 3.115.000	2. Unfunded budget:	_____						
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Names and signatures of (sub) national counterparts and participating UN organizations

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List of acronyms

ALMP	Active Labor Market Policy
ANETI	Agence National du Travail Indépendant
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
FAO	Food and Agriculture Organization
GoT	Government of Tunisia
GDP	Gross Domestic Product
ILO	International Labour Organization
IOM	International Organization for Migration
JP	Joint Programme
JPD	Joint Programme Document
MDG-F	Millennium Development Goals Achievement Fund
MDGs	Millennium Development Goals
MDGTF	Millennium Development Goals Trust Fund Office
MoA	Ministry of Agriculture
MoE	Ministry of Economy
NGO	Non-Governmental Organization
NSC	National Steering Committee
ONE UN	One United Nations Programme
PCT	Programme Coordination Team
PMC	Programme Management Committee
PPP	Public-private Partnership
SMART	Specific, Measurable, Achievable, Realistic and Timely
SME	Small and Medium -sized Enterprises
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
YEM	Youth, Employment and Migration

1. Executive Summary

In spite of its quite ambitious active labour market policy (ALMP), Tunisia's unemployment has been persistently high (above 14% in 2007). The efforts in terms of investments and growth made during the past decade generated enough jobs for stabilizing unemployment but not enough to lower it more significantly. Moreover, at the current trend, it is expected that it will remain at double digit for a long time, mainly because total labour force has been growing fast (at 2%), and much faster in urban areas (at 4%), and is expected to keep growing.

Unemployment is not uniformly distributed between regions and between age and gender categories. It is significantly higher for some regions and for some groups; youth and women have by far more trouble finding jobs than male adults. Geographically, in the western regions there are less employment possibilities. The pressure on the labour market is nevertheless very high in some East Coast cities too (mainly Tunis), where migrants from the Western regions concentrate.

Women's increasing participation in the labour force is also a source of pressure and is causing more unemployment. Women's unemployment rate has been higher than men's (17.8% in 2007, compared to 12.8% for men). It is much higher in some regions and may reach 30% or more: 42.6% in Le Kef (in the North West), 39% in Gabes and Kebili (in the South) and 32.3% in Sousse (in the East).

Although the ALMP programs have mainly targeted youth, youth unemployment is above 30% and is perceived as an even more urgent concern, almost three times higher than for adults.

The number of unemployed with higher education and university graduates is increasing very fast reaching about 100 000 in 2008, of whom more than half are young women. Overall demand for skilled labour is low, and there is also a sizable skill mismatch. Those who are employed often had to accept jobs below their expectation. Unemployment duration is also increasing.

The lack of opportunities acts as an incentive for the youth to migrate, first from the rural and small town western areas to larger urban areas, especially greater Tunis. Then, these young people might be tempted by international migration. Young people are the most likely to consider this, and form more than half of the total number of international migrants. Given the slow speed of job creation at home and the quality of the jobs created, according to a government survey, 41.1% of youth aged 15 -19 hope to migrate to a different country where employment prospects are better, with 15% considering the illegal migration option. Organized migration is below the potential level, and there is clearly a need for adequate organized schemes, including circular migration.

The ongoing labor policies have not generated enough employment opportunities even for the higher education graduates who have been their primary target. The current policies have not systematically and efficiently addressed the regional disparity issue and the domestic and international migration dynamics generated by the unequal distribution of growth and employment opportunities. Consequently, the government is considering new policies and would encourage innovative policies and initiatives. Given the current employment challenges, the government intends to take further actions in order to:

- Achieve more progress with respect to the functioning of the labor market, especially concerning the government placement service and resources,
- Creating more jobs for skilled labor, which means promoting the more skilled labor intensive sectors,
- Accelerating the process of enterprise creation,
- Increasing the return to education and making the education system more responsive to the needs of the labor market,
- Developing more efficient channels for placement of Tunisian workers not only within the national labor market but also internationally,
- And improving the labor market information system .

The Joint Programme (JP) involves five UN Agencies: FAO, ILO, IOM, UNDP and UNIDO. It aims to support the integration of these government policy objectives through coordinated action on youth employment and migration at both central and local levels. The overall objective of the JP is to support Tunisia in its efforts to develop and enhance local capacities in migration-prone areas, through the sustainable creation of decent jobs and the promotion of local competencies in three selected pilot regions. It proposes to address disadvantaged youth from rural areas with targeted labour market measures aiming to minimize the risks of engaging in irregular migration through improved productivity, upgraded informal enterprises and better conditions of work. The transformation of informal employment into formal and decent employment is an important feature of this programme.

The JP's priority is to target those who are the neediest and whose opportunities in terms of employment are the weakest. It is meant to be an innovating and pilot programme and will thus be conducted in three zones (Le Kef and Gafsa Governorates and some areas in the Tunis region). It will concentrate on a group of higher education graduates and young workers with low skills looking for employment opportunities. A special attention is to be paid to young girls who face additional gender discrimination. JP will support and encourage women participation in labour market, and will address equal opportunities and gender equality issues. It will also promote social dialogue.

The design of the JP will take into account some additional essential facts: the lack of available data and analysis and the urgent need to improve the available data and to modernize the placement services and to adapt them to the specific needs of all segments of the labor force, particularly of young women. Public investments and policies have seldom addressed the main factors pushing people to migrate; hence, JP will try to analyze this process more closely.

This JP is an institutional building project: it will operate on field through National agencies, private and third sector. It will also promote Public Private Partnership (PPP) through the creation of institutional links between public and private entities.

During the first year JP will concentrate on filling the existing knowledge gap and providing local staff with the necessary tools to investigate and analyze the young employment and migration (YEM) problems.

The expected results by the end of the Programme include:

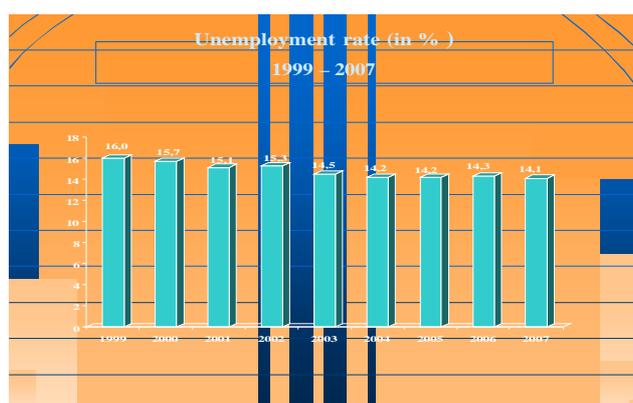
- i) improved capacity of the Tunisian government to investigate, monitor and analyse youth labour market indicators;

- ii) improved capacity of local institutions (private, public, banks) to support and follow enterprise creation and development;
- iii) inter-institutional mechanism able to design, monitor and evaluate youth employment and migration policies;
- iv) permanent partnership mechanism between the public and the private sectors;
- v) improved knowledge and understanding of integrated policies and measures to tackle the informal economy and their impact on migration;
- vi) pilot system of circular migration tested.

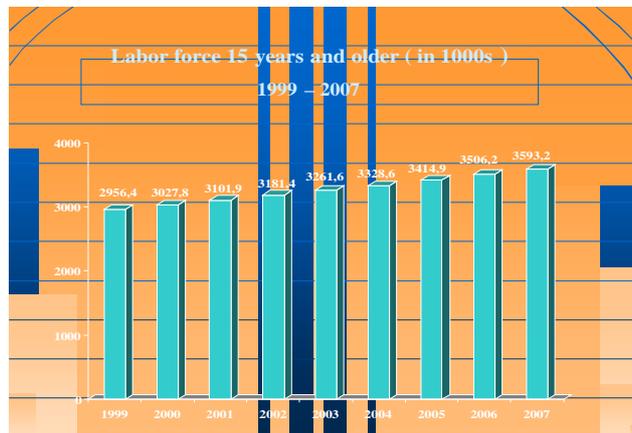
The coordination arrangement has been established according to the Operational Guidance Note for the Participating UN Organizations (MDG -F, 2 October 2007).

2. Situation Analysis

Tunisia has achieved over the past four decades significant progress in terms of growth and development and also in terms of population planning. However, and in spite of its quite ambitious active labor market policy (ALMP), its unemployment rate has been persistently high and has become a major concern for the country and its government. In 2007, unemployment was at 14.1%, one of the highest in the MENA region, and very slowly decreasing. A 16% peak in unemployment was reached in 1999. Unemployment is highest among young men and women, and for a large part of them the situation is worsened by a high degree of informal economy. The Tunisian labor market is indeed segmented, and the informal sector remains substantial. Overall the share of people employed informally is estimated to total approximately 40% of the labor force, including agricultural workers and employment within households.



Source: Institut National de la Statistique (INS)



Source: Institut National de la Statistique (INS)

The efforts to create new jobs during the past decade (an average of 74,000 jobs yearly for the period 2002-2006) led to the partial control of unemployment but were not enough to lower it more significantly. Moreover, at the current trend, it is expected that unemployment will remain at double digit rates for a long time; it will be at 13.4% in 2011, assuming a relatively high annual GDP growth rate of 6.1% a year during the 11th national development plan period (2007 -2011).

Many factors contribute to this persistent unemployment, the demographic factor being the most important long term one. The total population growth rate has been in fact declining remarkably in Tunisia, and reached 1% but the impact of this demographic transition on the size and structure of the labor force is not yet perceivable. As a result of the much higher population growth rate of the seventies and eighties and of the increasing participation of women, the total labor force has been growing twice as fast (at 2%) and much faster in urban areas: at 4%. This process is also expected to last over the coming decade. Consequently, the economy would have to create an increasing number of jobs just to keep the number of unemployment constant.

It is also a fact that unemployment is not uniformly distributed between regions and between age and gender categories. It is significantly higher for some regions and for some groups; youth and women have by far more trouble finding jobs than male adults. Geographically, the unemployment rate is higher in most of the western regions. Nevertheless, the pressure on the labor market is highest in some eastern regions, especially in the Tunis and some other major coastal cities, where migrants coming from various parts of the Western regions are concentrated.

Women participation and employment

Women's increasing participation in the labor force is also a source of pressure in the labor market. Women's participation rate has been relatively moderate so far, at around 25%, but this rate is increasing, and their share among the first time job seekers is much higher and increasing. For young women between the ages of 25 to 29 the participation rate is already close to 50%, and almost half of the new job seekers are women.

Projection of women's participation rate (in %) by age
2004 - 2024

Age group	2004	2009	2014	2019	2024
25 – 29 ans	41,8	46,1	52,0	60,0	65,1
30 – 34 ans	37,5	42,4	48,1	55,3	62,0
35 – 39 ans	30,7	37,0	43,5	51,1	57,9
40 – 44 ans	26,1	30,9	38,7	46,7	53,2
45 – 49 ans	21,5	26,1	32,4	41,9	48,7
50 – 54 ans	17,4	21,5	27,7	34,7	43,6
55 – 59 ans	11,1	17,4	23,5	29,6	36,0

Source: Institut National de la Statistique (INS)

Women's employment is indeed a major challenge, and their unemployment rate has been higher than men's. Women's unemployment rate was 17.8% in 2007, compared to 12.8% for men. Female unemployment is much higher in some regions reaching 30% or more. For instance, it is the highest in Kef, 42.6% (in north west Tunisia), 39% in Gabes and Kebili (in the South) and 32.3% in Sousse (in the East). However, the opposite is true in few exceptions, especially in some locations where the clothing industry is widespread.

Youth unemployment and skill mismatch

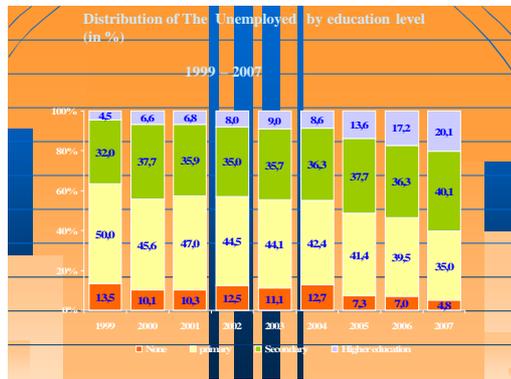
Youth unemployment is perceived as an even more urgent concern. Although the ALMP programs have mainly targeted youth, youth unemployment remains very high. For those between 18 and 29 the unemployment rate is above 30%, almost three times higher than for adult workers.

Youth unemployment rate in 2007 (%)

Age	15-19	20-24	25-29
Unemployment rate (%)	34.1	30.2	23.9

Source: INS

Among the unemployed, approximately 20% are higher education graduates while the rest is almost equally distributed between secondary and primary school graduates or dropouts. The number of unemployed youth with higher education and university is increasing very fast. The unemployment rate for this category jumped from 10.2% in 2004 to 19.3% in 2007, and the total number reached 88,900 in 2007, of which 52,000 were young women. Obviously, the unemployment rate is even higher for young highly educated women (23%) Moreover, the unemployment duration and the share of long term unemployment are increasing for the educated youth. In 2007, 61% of the 2006 graduates had not found jobs and about 30% of the 2003 graduates remained jobless. This is a very acute problem, and the situation is expected to be exacerbated in the coming years, as long as the number of graduates keeps increasing so fast. The expected yearly number of new graduates is around 75,000 (57% girls) in the 2007-2011 11th development plan period, compared to 41,000 in the 2002-2006 10th plan period.



This level of unemployment for the higher education graduates is seen as a failure of the education system. It means that the overall demand for skilled labor is low. Above all, it shows that the higher education system is not producing the type of degrees required by the labor market, and there is a sizable skill mismatch problem. Indeed, some professions not enjoying high enough social status are neglected and some types of skilled workers (plumbers, carpenters ...) may be hard to find. The proportion of students in vocational schools and training is too low in Tunisia, less than 10%.

This mismatch is confirmed by some of the findings of the survey conducted in two phases, in 2005 and 2008, by The Tunisian Ministry of Employment, with the help of the World Bank.

- This study confirmed that those who are employed often had to accept jobs below their expectation. This is true for about a third of them, and more so for women (39%). And one out five took a job completely outside his /her training area.
- 18 months after they graduated and even 40 months later, a large proportion of these graduates remain unemployed. A year after their graduation, their overall unemployment rate was 46%, and two years later, this rate was still quite high and equal to 36%. This unemployment rate varies widely depending on the type education received. It is highest for those with business administration, law and humanities degrees.
- A large proportion of the employed in the private sector are not satisfied with their working conditions and did not feel their training matched the needs of their employers, especially when they are hired by SMEs (28% of them are in very small enterprises with less than 10 workers. About half of the employed in the private sector are looking for a different job.
- Young women are likely to combine several impeding factors: on top of gender discrimination they more often than men hold the least valued degrees, and they have a much lower access to vocational training.

Regional disparities

Employment opportunities are moreover unevenly distributed between regions: unemployment is much higher in some regions and localities. Lower employment opportunities are also correlated with more poverty. Lower expected incomes in the poorer regions are the driving force for labor migration and make the outlook for social integration of the youth within their own region rather uncertain.

The main domestic migration destination has been the Tunis and the Sahel (Center East) regions. As a result, these better off regions are also facing tough employment challenges. The Tunis district has received the largest number of incoming migrants. The Governorates of Tunis, Sousse, Monastir and Nabeul have the highest growth rate of their total population and of their labor force, whereas in le Kef, Kasserine, Sidi Bouzid and Kairouan Governorates these rates are either diminishing (for instance in le Kef) or growing slowly (at a rate smaller than the national growth rate). As a result, the Eastern regions have to face acute employment problems too. For instance, in some of the western areas of the Tunis Governorate (Sijoumi and Djebel Jlo ud), unemployment is above 20%.

Migration environment

The trends of international migration and migrants are continuously increasing. One in every 35 persons is a migrant and an estimated 86 million people are migrant workers, worldwide. Changing demographics and labour market needs in high income countries, combined with the wage differentials and crisis pressures in less developed countries continue to stimulate international labour migration. ¹

Tunisia is a country of strong outward -migration pressure. The migration trends in the Maghreb region witnessed through the last decades a steady increase of labour migration driven essentially by push and pull economic factors. Labour migration is often considered a livelihood strategy for migrant candidates seeking better solutions abroad, given the limited opportunities and constraints faced at home. This trend may be underlined by the increasing number of Tunisian migrants abroad as shown by the last statistics provided by the "Institut National des Statistiques" (INS), according to which over 1 million Tunisian migrants live abroad (around 10% of the total population), out of which over more than 800.000 live in Western European countries:

Tunisians abroad statistics (March 2008)

Country	Total	Men	Women	Employed	Executives	Private sector self employees	Children	Students	unemployed
Total Europe	846 803	531 772	315 031	405 565	26 920	38 065	158 180	35 286	173 489
Total Arab World	142 655	97 772	44 883	70 672	18 681	13 621	16 826	2 040	20 815
Total America	26 188	16 119	10 069	13 203	6 260	3 271	268	2 013	1 173
Total Asia & Australia	1 773	1 211	562	313	632	209	338	209	72
Total Africa	754	525	229	137	266	101	86	67	97
Total	1018173	647399	370774	489890	52759	55267	175698	39615	195646

Source: Ministry of Foreign Affairs

Individual migrants are ultimately working to optimize the benefits at the micro level to maximize their economic potential and the well being of their family. Taking into account the slow speed of job creation at local labour market and mismatch between the labour market demand and the job seekers profiles, many young Tunisians very often consider labour migration as one of the main options for long term employment.

¹ IOM, OSCE, ILO. "Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and of Destination." Vienna, Geneva. 2006. p. 18.

Young Tunisians (age group between 15 to 29 years old) are those who most likely consider migration to Europe and constitute hence the largest part of the total number of migrants. Although available data on youth emigration is rather scarce and approximate, it is nevertheless estimated that approximately 41,000 Tunisian migrated to foreign countries between 1999 and 2004 (8,000 average per year). However, and although this average may be higher, it will be falling according to the INS estimations and forecast, which say that this number will further reduce to 6,000 by 2014. One of the reasons of slow down of labour migration is strengthening of the barriers to access the traditional labour market, mainly Europe. However, and despite this, large numbers of Tunisian youth still consider migration as an option and would be willing to migrate had these barriers been less discouraging. According to a government survey, 41.1% of youth aged 15 -19 hope to emigrate, with 15% considering the illegal emigration as an option.

It is also quite clear that the current level of organized migration is below the potential level, and there are greater opportunities for decent employment for young Tunisians, especially in Europe. At the European level, and other OECD destination countries, considering their aging population and changing demographic trends, there is and will be an increasing demand for both skilled and low-skilled labor to fill the gaps in their labour market². While the political readiness varies in the individual countries of the EU Member States, there is an increasing support, in Europe and with in the European Commission, for the notion of circular migration. More circular migration schemes may be devised and piloted, as a means of filling some of the labor shortages in Europe and offering jobs for the youth in the origin countries. Tunisia has rather few good experiences with the management of labour migration of its nationals. There is definitely an evident need for developing adequate and organized schemes allowing for the improvement of youth migration, which is also part of the Tunisian Government youth employment strategy.

Labor market policies and strategies in Tunisia:

Unemployment policies are financially costly and require important, and often hard to implement, social and economic reforms. The government implemented a complex set of policies but also had to face many trade offs. Consequently, it has so far achieved modest performances, and its future objective remains rather realistic but below what is needed. The 11th National Plan (2007-2011) aims at reducing the unemployment rate by a percentage point, which is a modest objective but still not so easy to achieve. It requires a 6.1% average GDP annual growth rate and an increased elasticity of job creation with respect to growth.

Moreover, the government intends to take further actions in order to:

- Achieve more progress with respect to the functioning of the labor market, especially concerning the government placement service and resources,
- Creating more jobs skilled labor, which means promoting the more skilled labor intensive sectors,
- Accelerating the process of enterprise creation,
- Increasing the return to education and making the education system more responsive to the needs of the labor market,

² IOM, OSCE, ILO: "Handbook on Establishing Effective Labour Migration Policies in Countries of Origin and of Destination" . Vienna, Geneva. 2006. p. 19.

- Developing more efficient channels for placement of Tunisian workers not only within the national labor market but also abroad,
- And improving the labor market information system .

3. Strategies, including lessons learned and the proposed joint programme

3.1. Background/context

The choice of the geographic zones to be covered by this project is based on a set of criteria regarding their needs and potential development capacities, including their readiness for ownership of the project and their capacities to meet the needs of targeted young job seekers. Domestic and international migration was also taken into account when selecting these zones. That is why the focus was on regions characterized by a high outflow of migration. However, since this process leads also to the creation of peripheral zones around the more dynamic cities, where unemployment and social exclusion are quite high, the project will also cover a zone in the western part of the city of Tunis, which is attracting the largest number of migrants between migrants and is also the origin of the largest number of international migrants.

On the basis of these criteria, the following three regions are selected for inclusion in the project.

- First, the Tunis area (or the larger Tunis) includes several Governorates (Ariana, Ben Arous, Mennouba and Tunis) which together form the largest and most dynamic economic region. This region generates the largest number of jobs and also attracts the largest number of migrants from all over the country. However, it is also the home of a proportionate number of the unemployed. More than one fourth of the young women and men unemployed and of first time jobseekers are in this region.
- Second, Le Kef Governorate, which is predominantly rural, is included. This region has the highest unemployment rate and is characterized by a negative population growth rate (-0.5%).
- Third, Gafsa Governorate is selected because it is also hard hit by unemployment, particularly in its impoverished mining area. Its mining industry is unable to meet the employment needs of the area and has been under heavy stress. Gafsa faces a growing challenge in creating employment opportunities outside the declining mining sector. Unemployment in this region recently led young people, including university graduates, to organize protests and demonstrations.

In the areas to be covered by the project, there is an urgent need to design new and innovative employment creation programs.

The project's priority is to target those who are the neediest and whose opportunities in terms of employment are the lowest. The purpose is to improve employment opportunities for the hardest to employ, who are first ly, young people with few skills or the least valued skills and live in the hardest hit regions or zones. These are people who have been hard to economically and socially integrate and who would be the mostly likely candidates for legal migration and for illegal migration as well.

Because the rate of unemployment for higher education graduates is increasing so fast they also remain a major concern for the Government of Tunisia. As indicated above, their number is expected to rise very fast and so is their unemployment rate. Around 100,000 of them (that is about 20% of the total number of unemployed) are currently looking for jobs. Employment is particularly hard for young graduates in some hard to employ specialties (humanities, commerce...); some of them wait for many years before being offered a job they are willing to take, and their chances are significantly smaller if they are young women.

However, the most vulnerable and definitely the least covered by the current labor market policies in Tunisia are the illiterate and the masses of primary and basic education dropouts whose number is approximately twice the number of university graduates. Unemployed youth with primary or no education represented 34% of the unemployed youth in 2007. They have few opportunities for decent employment and for accessing vocational training and employment programs. They often have no choice but to work in the informal sector where wages are low and work conditions are harsh and where no social security is provided. Secondary education graduates and dropouts are also quite vulnerable, and their high unemployment rate indicates that they also have trouble finding decent work. The project will cover primarily low skilled youth aged 15-29 and youth aged 20-29 with a higher education degree, with a special attention paid to young girls who face additional gender discrimination.

In this scenario agriculture plays an important role. The agricultural growth rests on labor intensive work with weak economic productivity. Agricultural sector contributes to 12,5% of Gross Domestic Product (GDP) employing 55% of labor force (CIA World factbook 2007) with high seasonal employment rate and significant female household labor.

In the target regions, the absence of sufficient work opportunities and the hope of a better future are the main factors pushing youth to migrate internally and abroad. The Joint Program (JP) will explore new methodologies for managing the migration phenomena considering the trade offs in this controversial issue. While acknowledging that the best solution for the long-term development of Tunisia is job creation at home, access to overseas job markets through the creation of temporary labor migration schemes is one way to reduce pressures on the local labor market as well as to respond to the some young people's wish to acquire skills abroad.

Migration generates very important financial transfers and exerts hence a positive impact on the stability of the local currency thanks to increasing remittances which also contributes to poverty alleviation and improvement of living conditions of households having one or more migrant workers abroad. Additionally migration has also further positive impact on social aspects such as integration, education and contribution through new skills to the migrants' local communities.

The Joint Programme (JP) aims to support the integration of various policy objectives through coordinated action on youth employment and migration at both central and local levels. It promotes decent employment of youth and proposes to address disadvantaged youth from rural areas with targeted labor market measures aiming to minimize the risks of engaging in irregular migration through improved productivity, upgraded informal enterprises and better conditions of work.

Nevertheless it is imperative to implement capacity building programmes to the benefit of the staff involved in these services as well as creating analysis skills necessary to anticipate needs and develop adequate tools to solve emerging problems.

Deep analysis is critical in order to verify if the huge actual investments in enterprise promotion, with controversial results (46% of credit is not repaid) may be partially shifted to the promotion of public investment leading to the establishment of enterprise and the creation of jobs in areas more affected by migration or to implement tools aimed to help workers to switch from informal to formal employment. The high degree of defaulting loans demands analysis on the income levels.

3.2. Lessons Learned

The experience acquired in the past years provides a number of lessons that have been considered in the design of this Joint Programme Document (JPD). These lessons are:

1. The Government has over the past decade spent an annual average of 1.5% of the country's GDP on employment programs. Most of these programs have targeted youth and can be grouped into five main categories:
 - Wage subsidy programs (37%),
 - Employment services (5%),
 - Vocational training (4%),
 - Public works (10%),
 - Micro-credit (42%)
 - And other programs (2%).

Despite all these initiatives and programs, the unemployment challenges persist. It is also well known that youth with a higher education degree have been the main target of these programs and little is allocated to the low skilled. Although systematic and rigorous evaluation of these programs are lacking, it can also be asserted with enough confidence that the employment programs for university graduates are open to all graduates and do not really target youth from the fields most affected by unemployment. This means that it is very likely that the subsidies paid to employers have resulted in displacements and windfalls, and that "creaming" is ongoing. The better qualified job seekers and the least needy may be in practice those who benefit the most from these programs.

Although, special attention is paid to localities (delegations) in regions where unemployment rates are especially high, most employment policies and programs are still concentrated in the larger urban areas and are not equally developed at the regional level.

There is also a need to enhance the participation of Civil Society Organizations, including trade unions and the private sector in the design and management of such programs, in particular the system would be much more efficient if youth could be involved in the decision making processes. Less than 2% of youths and adolescents are engaged with civil society organizations.

In addition, young graduates, especially females, have difficulty accessing decent employment in the private sector. A recent survey indicated that 23% work without formal contracts. For low skilled youth the lack of available data and analysis, and a coherent strategy targeting them increases their vulnerability.

This is particularly true for youth from El Kef and Gafsa. They have difficulty accessing information on available employment opportunities and services. In particular, the information available on legal migration and the positive and negative aspects of migration is almost non-existent. Few programs explicitly address rural-urban migration and external migration.

The Government supports micro, small and medium enterprise creation. However, a 2007 World Bank study revealed that, while 60% of newly started projects succeed, projects initiated in the North West and Central regions (Gafsa and El-Kef), which benefit the least from micro-credit scheme, have a much higher survival rate than projects initiated in the North East (Tunis). Another observation was that projects are often duplicated and there is a lack of innovation.

2. The informal economy is usually the main source of livelihood for many groups of workers who are faced with multiple layers of disadvantages and have no chance to find a job in the formal economy. For these workers, internal or international migration is the only alternative to escape un(der)employment and poverty. Public investments and policies have seldom addressed the main factors pushing people to migrate (e.g. lack of quality jobs, low living standards and poverty). The availability of information helps to minimize the risks of irregular migration and match workers with decent employment opportunities within Tunisia and abroad. The lack of information on regular routes of migration for those wishing to leave the country can result in unsafe and irregular migration, including exploitation and human trafficking. At the same time, limited communication between local communities and those abroad constitutes an obstacle for those wishing to return, who may be unaware of employment and investment opportunities in their country of origin.

In some cases work with meager earnings and poor working conditions in the informal economy or "forced" self employment has become the hallway to emigration clandestine or not. Combating informal employment is important to reduce emigration: many young workers keep informal employment with the hope of finding a chance to access the formal sector or to improve their living conditions through labor migration.

3. The ongoing labor policies have not generated enough employment opportunities even for the higher education graduates who have been their primary target. Consequently, the government is considering new policies and would encourage innovative policies and initiatives.

The current policies have not systematically and efficiently addressed the regional disparity issue and the domestic and international migration dynamics generated by the unequal distribution of growth and employment opportunities. The regions where unemployment rates are higher are not taking full advantage of all the financial opportunities provided to them through public funds and banks specializing in promoting job creation and micro, small and medium enterprises (FONAPRA, FOPRODI, BTS, the SME Financing Bank...). Employment policies ought to be adapted to the specific needs of the neediest regions and populations.

In particular, the training programs pursued in Tunisia have not sufficiently improved the employability of the unemployed youth. New programs should be tailored according to their needs and according to alternative procedures more likely to open the door to more sustainable and decent employment.

4. The Tunisian national employment agency ANETI (L'Agence Nationale de l'Emploi et du Travail Indépendant) is the primary institution in the field of employment intermediation. Although it has managed to install a network of service providers, including 82 offices covering all regions of the country and accessible through the internet, it needs institutional strengthening to develop the appropriate capacities and means to fulfill all the tasks assigned to it. In particular, not enough is done in terms of orientation, counseling and training for the youth seeking jobs or willing to start their own business. There is a need to improve and modernize the placement services and to adapt them to the specific needs of all segments of the labor force, particularly of young women, and of all regions. In addition due to the hard economic situation, the global difficulties, the novelty of the services and the constant need for updating capacity building among the staff of relevant institutions of public sector is needed.

5. For the success of employment policies, due to the inelastic labor demand of the public sector, it is essential to involve the private sector more and more in the employment services and create institutional links between public and private. It hardly makes sense that public institutions orientate young unemployed to work in private sector without stronger links with private sector. Policies encouraging young to undertake entrepreneurial activities risk to have a limited impact because the young recently graduated generally lacks of capital, experience and relations. Provide him/her only with capital and some specific knowledge not necessarily allow them to reach the minimum threshold for a successful enterprise. The repayment rate among young entrepreneurs (roughly 50%) is an indicator that
 - the creation of enterprise is "forced" by circumstances, or
 - the assessment of the business idea (and successive stages such as follow up and tutoring) has been poor, or
 - political pressure is stronger than technical analysis.
 In any case it shows the weakness of the system that it is only able to offer to young recent graduates self employment.

6. It has been observed that start up a new enterprise is easier than its survival. The stabilization period of a new enterprise is 3 years, after that period only 60% are still operating and the main reason why 40% failed is the lack of clients. It should also be noted that survival probabilities differ with the sector . Mechanical industries and handicraft have a survival rate respectively 47.8 % and 24.1% less than agriculture enterprises. It is evident that supporting the enterprises start up is not sufficient and the system lacks of any follow up measure. More effort shall be placed in order to facilitating market information to newly created enterprises.

7. The Public Private Partnership (PPP) mentioned above as essential in order to link labor demand and supply is important also to provide the potential young entrepreneurs with:
 - greater motivation: too often youth ask for a credit with the aim of being self employed because it is his /her very last opportunity to work;
 - right relations: the entrepreneur needs a lot of relations with all the actors of the global supply chain whose he/she belongs and
 - enough relations: theoretical knowledge is essential but without specific know how it is impossible to start any enterprise. The percentage of survival of enterprises increases by 33.7% if the entrepreneur used to work in the same sector of the enterprises he promoted.

8. Migration is both a challenge and an opportunity for the country and for local communities. The departure of young people from their places of origin can put a heavy strain on the development – and in some cases on the survival – of their communities. It causes the loss of skills and of productive capacity at national and local levels and affects the demographic structure of the population. At the same time, Tunisian communities abroad can play a key role in promoting both national and local development. For instance, the inflow of remittances in Tunisia increased household consumption. However, more productive use of remittances could have greater impact on community development in Tunisia and this remains largely unexploited. Labor migration also can reduce pressure on the local labor market. In this context circular migration schemes could be beneficial when migrants return bringing with them new skills.

3.3. The proposed Joint Programme

Employment is a multifaceted topic needing a systemic approach and different sets of competencies are needed to tackle it with the different subjects (male, female, young educated and low skilled) in the different geographic areas of the country (rural and urban). While some themes are common the priority and typology of action will change according to the socio-economic scenario in which the JP will operate: in rural or urban areas, in agricultural context or in industrialized one, with low educated youth or secondary school or university graduates. This multiplicity of issues and needed expertise is the reason why the Joint Programme approach has been chosen to tackle the employment and migration issues in Tunisia.

This JP is an institutional building project: it will operate in the field through National agencies, private and public sector. This methodology will guarantee the sustainability in terms of human resources and the optimization of the use of the allocated resources. The strategic decision to act in this way has been dictated not only by economic reasons (benefit/cost ratio) but mainly by issues that emerged during the elaboration of the concept note. The GoT already embarked in most of the relevant policies dealing with youth, employment and migration (YEM) and in the country, several institutions and agencies and ministries operate in these fields often the staff charged to deal with these problems feels uncomfortable with the expertise they have. The personnel have learned their job by doing and do the best they can but never know if what they are doing is the best needed.

This JP shall be considered as a laboratory experimenting with new solutions and new methodologies based on the existing institutional framework in pilot regions. It is focused not only in the geographical scope. This project focuses and concentrates on some specific social layers: the most sensitive is the weak and fragile population and the most difficult is to be addressed by the actual existing policy and institutional framework. With its pilot and experimental dimension, the JP will contribute to provide new solutions and implement best practices applied in other countries and then to be applied, successively, in the rest of the country.

The strategy of the project consists of two steps: in its first phase (roughly one year) in cooperation with local institutions, it will fill the existing knowledge gap of the phenomena to tackle (migration, youth employment, enterprise promotion), so the first year will be mainly spent on the collection of information, which is necessary to correctly target

problems and population. This is also an important institutional building exercise which will provide local staff with the necessary tools to investigate and analyze the YEM problems. Thus a series of baseline studies will be undertaken by each of the participating agencies in their specific field of action. It is worth noting that due to the lack of baseline studies, quantitative indicators reported in this document are merely indicative and will need to be revised at the beginning of the second year of the project.

It is expected that some of the agencies will have a prominent role in some of the regions and minor roles in others (i.e.: FAO in agricultural areas such as El Kef and Gafsa, UNIDO in Tunisia) thus respecting the nature of each organization and the socio economic characteristics of the pilot regions.

The overall objective of the JP is to support Tunisia in its efforts to develop and enhance local capacities in migration-prone areas, through the sustainable creation of decent jobs and the promotion of local competencies in the selected pilot regions. The programme proposes differentiated interventions adapted to the varying needs of two target groups i) unemployed university graduates and ii) unemployed low skilled youth. This will be achieved through: 1) enhancing national and regional capacities to develop, implement, coordinate and monitor regional employment and migration policies and programs (outcome 1); 2) innovative entrepreneurship promotion and job creation schemes including a circular migration mechanism for the targeted youth of the pilot regions (outcome 2 and 3).

This JP is aligned with :

1. Priority policies of the GoT as described in the 11th National Development Plan and aims at strengthening actual services provided by its agencies in the field of employment, enterprise creation and migration.
2. The United Nations Development Assistance Framework (UNDAF). It aims to contribute to the achievement of two of the five outcomes of the UNDAF (i.e. more transparent and accountable governance, and regional development) and to promote partnerships for decent and productive work for youth (MDG8) through joint action.
3. Paris Declaration.
4. MDGs – In particular, MDG 1 Eradicate poverty and extreme hunger by achieving full and productive employment and decent work for all, including women and young people and MDG 3 – Promote Gender equality and empower women.

The Programme will place strong emphasis on capacity development of decision-makers, managers and staff of participating central and local institutions as well as social partners and non governmental institutions to better design, monitor and evaluate policies, strategies and action-oriented programmes on youth employment.

The UN will implement the programme through a network of governmental and non-governmental partners, with capacity building cross-cutting all interventions. Capacity building will target mainly the front line staff of the institutions (governmental and non governmental) supporting the government employment policy and the need for capacity building, updating knowledge and filling the gaps as they experiment with the new challenges posed by employment and migration.

As briefly mentioned earlier, during the elaboration of the YEM concept note, the need emerged for improving efficiency and effectiveness of the institutions and agencies designated by the GoT to tackle unemployment and migration. To contribute to this, the JP will:

1. enhance the knowledge of the phenomena object of the intervention (youth employment and youth migration) improving the database quality, monitoring methods, feeding the system with more accurate information and developing capacity analysis to predict trends, throughout specific training to relevant civil servants;
2. improve the skills of final beneficiaries, who are potential entrepreneurs and jobseekers (educated or low skilled) through the agencies and institutions involved in the process

With the purpose of optimizing cost/benefit ratio and guaranteeing sustainability the strategy adopted is based on a cascade training methodology:

2. Training of Trainers (ToT) which will enhance capacities and expertise of the front line staff of governmental and non governmental services and institutions operating in the field of employment and migration.
3. Training of final beneficiaries (potential entrepreneurs, potential migrants) by the ToT.

The main steps of this training methodology will be the following:

1. Constitution of a UN agency team. This team will be constituted by 5 experts selected by the 5 UN agencies and will constitute the core competence of the programme. With this team UN agencies will operate as one. This Core Team will be the trainer of trainers; it is composed of experts called on demand (details in the paragraph 5.2. Coordination mechanism).
2. Presentation of the programme to the relevant local authorities and, through them, start of the selection process of the front line staff. Authorities, based on the criteria settled together with the Core Team will provide a long list of civil servants in each of the target regions and at least 30 of them will be selected to be trained.
3. Constitution of three task forces. Each one will be composed of 10-15 experts and will operate in one of the three target regions. It will be integrated by staff selected from the public and private sector, from representatives of the civil society (NGO, association, universities, banks etc.) related with migration, employment, enterprise creation and development and youth.

The UN Core Team will be coordinated by the Programme Coordinator assisted during the three years of the project by a National Programme assistant. In each task force there will be experts covering the expertise of each of the UN agencies participating in the project. Thus in the project structure there will be corresponding counterparts in each level of the programme (Core team, Task force, Local Institutions). Each expert of the Core Team will follow a group of experts (2-3) in each task force and each expert of the task force will be the liaison expert with the institution whom she/he belongs.

This JP, in its job creation dimension will look for the cooperation of the private sector in several aspects: e.g.: training, information on labor market, information on potential outsourcing, information on potential markets at local, regional and international level).

3.4. Cross cutting issues

International labor standards

The JP will promote the enforcement of international labor principles on policy and institutional strengthening, as well as in the implementation of measures targeting disadvantaged youth. Protection of youth and employment promotion are two aspects

which will be covered in specific training . Fundamental human rights will be addressed as well as specific provisions to youth employment (i.e.: specific protective measures for young workers – such as for workers under the age of 18– in terms of working conditions and occupational safety and health).

Based on labor and employment international conventions, training of trainers will also cover issues such as:

- special measures that should be taken to assist young people in finding their first job and to ease the transition from school to work.
- special arrangements for youth to be initiated and developed within the framework of the employment and vocational guidance services ;
- solutions encouraging young people to register for employment , trainings and to attend employment interviews.

The JP will uphold the employment promotion principles of international labor standards and support both policy and institutional reforms. This will promote sustainability of the main measures envisaged under the JP and will contribute to the shaping of an active policy on employment, including provisions addressing the aspirations of young people to get and maintain a decent job.

Environment

The JP will contribute to creating a sustainable environment approach among the new entrepreneurs. The impact of pollution linked to industrial activities is expected to be limited. It may be more relevant to address natural resources protection in agricultural activities.

Particularly, issues such as global warming and its consequent impact on desertification will be considered and concrete mitigating measures specifically addressed through Good Agricultural Practices.

Gender equality

Unemployment affects more women than men. The JP will support and encourage women 's participation in the labor market, both in searching for employment and promoting new enterprises. In Tunisia, the high rate of international migration has generated opportunities and constraints for Tunisian households and in particular , for women. Migration has been for years a coping strategy to counter poor quality and low paid jobs, unemployment and poverty. Women-headed households do not show a higher risk of falling into poverty (as it happens with their male counterparts); this is partly due to the fact that their households include migrant workers who boost income through remittances. The percentage of migrant women is growing and their risks from irregular migration are greater than for men. It seems that migration remains highly responsive to economic incentives and that the migration of women is decided upon by other members of the household.

The JP will address equal opportunities and gender equality issues by: (i) measuring the impact of joblessness and un(der)employment in the informal economy on young men and women and how these affect the respective propensity to migrate; (ii) assessing the relative impact of active labor market programme on young men and women with a view to inform policy development; (iii) ensuring equal opportunities to both Tunisian men and women in programme activities and (iv) promoting counter balancing measures when the baseline shows a clear disadvantage of one of the sexes compared to the other.

Social dialogue

Unemployment concerns civil society , which leads to the need to promote the participation of public, and private. Many actors in the labor market have a key role to play in the design and implementation of policies and programmes leading to decent work of young

people. The Joint Programme will promote social dialogue by strengthening the capacity of employers' and workers' organizations to shape the youth employment agenda and to bring issues of equality of access and of opportunities in the labor market at the forefront of policy making.

Good Governance

Referring to a good governance principle (i.e.: state's ability to serve the citizens), JP addresses labor as well as trade issues and the threat posed by illegal migration to the EU. Specifically, it is expected that the network among governmental and non governmental institutions, which will be supported by this JP, will have a positive impact on:

1. Coordination at three different levels (among ministries, among the agencies depending from each ministry, among private and public sector). Closer cooperation and coordination between agencies and institutions is needed: a) To determine common needs of the many ministries and directorates to reduce redundancy and increase cooperation for technical assistance, know how and equipment; b) to establish a framework and modalities for inter-institutional cooperation.
2. Public awareness. Specific public awareness campaigns are deemed as necessary to inform young people about state and non state tools settled in order to support them in finding jobs. It is perceived that enhancement of the role of private sector and non-state actors and their capacity building (as a partner in public policy making and implementation) will contribute in the bottom up process of promoting good governance in issues such as employment, migration, job creation, enterprise creation and development, trade opportunities search and expansion etc.

3.5. Sustainability of results

The program's strategic sustainability is ensured by three hypotheses underlying its formulation:

1. The Programme is in line with the Government of Tunisia policy priority to improve youth employment prospects and this priority will be maintained in the next years.
2. The activities implemented will be integrated in to the National policy and programme development framework, thereby ensuring the long-lasting impact of the resources invested by the Programme, the Government and the private sector.
3. Sustainability will be enhanced by linking the Programme to other initiatives being implemented by the participating Agencies on youth development, employment and migration.

The programme is essentially a capacity building programme that involves the public and private sector.

Referring to the public sector, it will be the local Government that will actively participate in the human resource development strategy of the JP thus committing itself at central and local government level to a) make human resources available to implement the Programme and b) take the necessary steps to minimize civil servants turnover in the short and medium term.

In order to attract really motivated and competent staff to integrate the three task forces, the Programme will be implemented in a transparent manner and on the basis of pre-established criteria that are developed through consensus of all parties involved in the JP. Particularly those who will integrate the long list of potential trainers and successively those who will be retained; will be identified on the basis of eligibility criteria that will be established by the local authorities in cooperation with the UN agencies in the early phases of the project.

On the side of the private sector, sustainability is ensured by the contribution to the development of the business environment provided by the JP.

4. Results Framework

The section below illustrates the links among outcomes that cut across main activities and outputs leading to the results that are expected by the end of the JP.

The outputs and activities envisaged under this outcome aim to bring coherence to employment, migration and youth development policy objectives and to operationalize youth employment priorities in the selected regions.

The Joint Programme will enhance youth migration management through better alignment of the national strategies on youth, employment and migration. Its implementation approach is based on a set of coordinated interventions among the agencies and the governmental institutions that draw on the mandate, expertise and added value of the national and local partners as well as of the five participating UN Agencies.

JP is coherent with UNDAF outcomes. While substantially focused on the third strategic objective on Employment, it contributes marginally also to the first (Disparities, Equity and Quality of Life) and the fourth (Globalization).

Employment is the first priority for the GoT and the cooperation of the UN system and IOM will be centered on strengthening capacities and improving methodologies to target the poor population so as to evaluate actual employment policies and to design new ones. It will support the GoT in reforming the active employment policies at local level administrative and financing capacities, in evaluating different tools aimed at creating decent jobs with protection and improving politics against youth unemployment particularly for young female graduates.

The three expected outcomes of the UNDAF document referring to employment will be:

- More effective labor market Institutions to create an environment favorable to job creation. Reintegration/Rehabilitation improved of precarious employment.
- Employment promotion strategies able to create activities and employment (number and quality) in five underprivileged governorates.
- Better management of the migration of competencies, human mobility and the impact on the development.

Referring to Globalization (UNDAF Outcomes 4), the UN system and IOM will support Tunisia in its efforts to reach a diversified productive system, competitive and capable of innovations, and able to react to the Globalization effects in order to promote a sustainable model of growth. It will support in particular the implementation of an international cooperation policy for a controlled migration of competencies, in particular of the highly educated people. It will support the policies to orientate the transfers of funds resulting from immigration towards a productive activity or investments.

The expected results by the end of the Programme include:

- i) improved capacity of the Tunisian government to investigate, monitor and analyze youth labor market indicators;
- ii) improved capacity of local institutions (private, public, banks) to support and follow enterprise creation and development;
- iii) inter-institutional mechanism able to design, monitor and evaluate youth employment and migration policies;
- iv) permanent partnership mechanism between the public and the private sectors;

- v) improved knowledge and understanding of integrated policies and measures to tackle the informal economy and their impact on migration;
- vi) pilot system of circular migration tested .

There are three specific outcomes of this Joint Programme:

OUTCOME 1: Youth, employment, and migration policies better adapted to the labor market trends and the specific needs of unemployed university graduates and unemployed low skilled youth in the three target regions (Tunis, El Kef, and Gafsa).

Within this outcome, the baseline studies will be conducted at the very early stage of the project to know the real situation in the country and to training the staff in collecting and analyzing data, discovering trends and anticipating needs.

The participating agency responsible for the 2 outputs included in this outcome will be ILO for the first output and UNDP for the second one.

This outcome will be reached following two lines of action:

1. internal institutional strengthening (conducting specific studies, providing technical assistance to staff, developing new methodologies and tools, in regional labor observatories, conducting staff development programmes).
2. external institutional strengthening directly for civil society and not for profit sector promoting dialogue and a permanent mechanism of PPP.

The first line of activities will develop a better knowledge of the real situation of migration, employment labor market dynamics, job creation, enterprises creation and development and generally speaking about the youth condition. It will also support the strengthening of national capacity to develop key youth labor market indicators and to produce reliable labor market data for policy-making purposes. As such it will reinforce the national capacities as regards identification of the poor and vulnerable populations, understanding of their specific needs, analysis and follow-up of the phenomena of vulnerability and marginalization. As well it will contribute to the improvement of quality and the implementation of economic and environmental social services adapted to the needs for the poor and vulnerable groups.

This line of activity is expected to reinforce the capacities of the employment services either public or private as regards information, orientation, research, placement and follow-up.

The second line of activity will be complementary to the first one. It is through this line of activities that the JP will reach civil society, working in cooperation with public, private and not profit sector and will make possible the implementation of mechanisms at regional and local levels thus building the participation of the population, the private sector and the local structures in defining and implementing programs and strategies that are aimed at local development and the improvement of the services. The final results will be strengthened capacities of the regional and local actors (beneficiaries, civil society, public and private institutions, universities) on subjects such as development and implementation of policies and programs aiming at the improvement of quality and the access to the socio-economic services.

This line of activity is expected to improve the partnerships with the civil society, NGOs and the institutions representing the private sector for the promotion of employment and the creation of sources of revenue.

Outcome 1 will be steered by a multi-stakeholder coordination mechanism composed of local authorities (municipalities, employment services and labor inspectorate) as well as the social partners, the private sector and civil society organizations.

Outcomes 2 and 3 will be based on the results of this outcome 1 (baseline studies and surveys, discussions, meetings and workshops with stakeholders). Specific demand driven activities, such as the development of training modules or production pilot projects will be designed and implemented for young unemployed graduates or low skilled young in partnership with private sector. These activities, when considered useful will include the design and reproduction of manuals/training materials.

OUTCOME 2: University graduates have better access to decent job opportunities and engage in the creation of SMEs in the target regions (Tunis, El Kef, Gafsa).

The participating agency responsible for output 2.1 and 2.2 is ILO while for output 2.3 is UNIDO.

The national priorities interlinked and referring to this field of activities are: expansion of employment, greater number of successful enterprise creation, export promotion, an adequate base to build a knowledge economy, stronger growth and a larger integration into the global economy, modern agriculture and better income for farmers and women. These correspond to the UNDAF outcome n. 3: "From now to 2011, to increase the employment opportunities in particular for the young people, the women and the graduates of higher education in order to obtain productive, durable employment and with suitable incomes.

Although in Tunisia the objective of creating at least 14,000 new enterprises per year in the last year has been largely achieved, available information on the success of the newly created enterprises is really poor. Some weaknesses in the enterprise promotion system are evident and have already been mentioned. A quantitative analysis has not yet been performed and it is deemed necessary to have better knowledge of who applies for financial support, how much is the average amount requested/conceded and what is its relation with the survival threshold per sector, region; the reasons of the actual high failure rate, what are the training needs, if any for the bank analysts/staff. Having this information will make it easier to answer to questions such as: Why is the failure rate so high? What can be done in order to improve performance (in terms of number of enterprises, investment and employment)? Is it true that the limiting factor is entrepreneurship and creativity as some advocate or is financing the bottleneck as others affirm? Should not an enterprise development system aim at create new enterprises and support start ups but not accompany their growth? The actions corresponding to this outcome will concentrate on capacity building in all the sectors (Private and Public including banks) at all levels regional and local, at all stages of enterprises promotion (creation and development).

Within this activity the market orientation and the possibility to link this enterprise promotion activity with the Tunisian communities abroad will take place. Technical assistance will be provided in order to strengthen durable systems of production by the improvement of the productivity and the competitiveness of selected priority supply chains (strongly market oriented) focusing on the underprivileged zones.

On the side of UN agencies, UNIDO cooperation with IOM and ILO will be responsible for the success of this component. On the Government side, it will be essential to include the

involvement of specific ministries such as: Industry, Agriculture, Migration, Employment and Trade and their local affiliates. All actions will focus on gender-sensitive measures to improve productivity, production processes and marketing approaches; overcome the red tape; facilitate access to credit and advisory services; enhance workers' skills; and promote joint endeavors in the form of micro-enterprises and other cooperative businesses. Labor market training for emerging occupations – e.g. eco-tourism and ICT – and micro-enterprise development is also foreseen. The combination of preventative and curative measures will help to reduce the risk factors that lead young people, in the three pilot regions, to resort to informal employment or work opportunities abroad, including through irregular migration.

Particular emphasis will be placed on designing mechanisms to support young people in creating and managing the enterprises they started. Thus better access will be provided to information on employment opportunities and services, labor rights and migration, mentoring and follow up. In addition counseling services and follow up initiatives will be put in place to benefit the youth in El Kef, Gafsa and Tunis.

During the identification stage, it emerged that in several cases, civil servants involved in enterprise promotion feel uncomfortable with their background: they started working in this service without any specific training and now they feel a strong need for specific capacities, both in technical and in financial aspects. ToT will fill this self perceived gap.

It will be in the context of this outcome that placement services of university business centers and of the Agence National du Travail Indépendant (ANETI) will be supported with the information created in outcome 1. In order to prevent successive unemployment, orientation services and mechanisms preceding university enrolment and the choice of the university will be put in place.

The final result of this component of the JP will be strengthened institutions operating in the labor market and an environment more favorable to job creation, and stabilization of precarious employment.

OUTCOME 3: Low skilled young men and women from El-Kef, Tunis and Gafsa have access to better employment and migration support services and decent job opportunities.

The participating agency responsible for output 3.1 is ILO, 3.2 UNIDO, 3.3 FAO and 3.4 IOM. The JP will interact with education and training system to develop the capacities so that the necessary competencies are provided to increase the employability of the job seekers. Analogously to what is suggested for enterprise creation, the reinforcement of the system of follow-up, reconversion, professional reintegration and social protection including social security coverage for low skilled youth is deemed necessary and actions will be implemented in this line.

The support will not only be limited to job seekers. Within this outcome, a line of action will cover also potential entrepreneurs, so new youth-led SME creation support modules will be designed and new youth-led enterprises will be launched in rural and urban areas in sectors such as the craft industry and small trade, services, targeting particularly women.

In specific sectors such as agriculture, seasonal employment opportunities for low skilled youth from El Kef, Gafsa and Tunis will be identified and an organized circular labor

migration mechanism developed in partnership with relevant ministries, enterprises and other stakeholders. The activities will include;

1. Action plan for a pilot circular migration component including the identification of job opportunities for Tunisian in selected destinations countries;
2. A training component for youth migration; training component for youth migration in EU countries; Mechanisms and programmes to support returning youth migrants.

These actions will be completed by set of actions (implementing training schemes and apprenticeship programmes) referring to the matching of low skilled young with market needs and local development opportunities in the three regions.

Table 1: Results Framework

UNDAF Outcome n°3: Between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.									
Joint Programme Outcome 1: Youth and employment migration policies and programs better adapted to the labor market trends and the specific needs of unemployed university graduates and unemployed low skilled youth in the target regions (Tunis, El Kef, Gafsa).									
Indicators:									
MDG 1 Indicator – number of jobs created per year in each of the three target regions, based on a sex disaggregated survey conducted by the Regional Employment Observatories									
- Policy implication and recommendations formulated before the end of the year									
- At least 20 staff of line ministries and local agencies; produce and/or use data on youth employment, informal employment and migration by the end of the second year.									
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-SMART specific Outputs	Participating UN organization ³	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*			
						Y1	Y2	Y3	Total
1.1 Regional strategies/action plans on youth employment and labor migration, with particular attention to the target groups, and the systems for the monitoring, evaluation and analysis of labor market dynamics are strengthened at the regional level.	-Prospective and Monitoring systems on youth employment programmes and policies revised and relevant data and information available	ILO	Labor	Ministry of Employment	- Mapping of demand and labor supply needs and opportunities Update date bases. - Set up a prospective and monitoring systems.	28.000	30.500	5.000	63.500
Indicators Number of key indicators of the youth labor market, including informal employment and migration, regularly collected and analyzed Action plan with feasible options for a pilot project prepared. Regional action plans on youth employment formulated (UNDP).									
New methodologies and tools of generating and analysis of information on youth employment designed (ILO) Baseline Youth unemployment currently very high and above 30% for those between 18 and 29, and also for those between 15 and 24. It is even higher for young girls.	- Action plan for a pilot circular migration prepared and capacities of stakeholders, local authorities network established/reinforced	IOM	Migration	Ministry of Employment	1.1.2 Identify Tunisian local authorities in the three targeted regions already cooperating with regions in European destination countries; identify local authorities and cooperation programs in destination regions. - Identify destination regions receiving Tunisian	64.700			64.700

					procedures for work and residence - Establish a network comprising enterprises, associations, chambers of commerce and temporary job agencies. Taking into account current decentralized international cooperation programs with EU countries.				
	-The capacities of regional actors strengthened to develop, monitor and evaluate action plans for youth employment.	UNDP	Improve performances of the labour market institutions.	Ministry of Employment	1.1.3. Organization of training and working sessions on designing regional action plan for youth employment with youth participation.	15.000	15.000	15.000	45.000
	- New methodologies of generation and analysis of both qualitative and quantitative information on youth employment prepared and proposed.	ILO	Labor	Ministry of Employment	1.1.4 - Design new methodologies and practices (pilot projects) of the regional generation and analysis of both qualitative and quantitative information on youth employment. - Training sessions for the staff of the employment observatories in the new methodologies.	6.000	13.000	17.850	36.850
	The organizational and functional review of at least three observatories is improved.	UNDP	CP Outcome: Improve performances of the labour market institutions.	Ministry of Employment	1.1.5 Assess the functional process on three selected sub regional employment promoting agencies (observatories, employment offices, agencies, etc) and elaborate with them a Functional Review Programme.	37.000	26.000	26.000	89.000
1.2. Private-public sector partnerships for decent employment for youth established in each of the selected regions for the improved implication of private sector, NGOs, and youth groups in the implementation of the regional action plans.	-Dialogue between youth public and private sector strengthened and	UNDP	CP Outcome: Improve	Ministry of employment	1.2.1 Organization of dialogue sessions between stakeholders operating on employment and youth	6.000	6.000	9.000	21.000

<p>Indicators</p> <ul style="list-style-type: none"> - Number of local projects on youth employment financed through PPPs. - - N° of MoU between stakeholders - Data available on outsourcing opportunities. - At least 30 new outsourcing projects identified. <p>Baseline none</p>	-		market institutions.						
	- Multi-stakeholders coordination framework on youth migration and employment developed in El Kef, Gafsa et Tunis.	UNDP	CP Outcome: Improve performances of the labour market institutions.	regional stakeholders	1.2.2 Organization of consultation meeting with regional stakeholders including youth, NGOs, trade unions and the private sector and preparation of coordination framework.	9.000	9.000	12.000	30.000
	- Public sector outsourcing opportunities and new professions needs in target regions identified and promoted.	ILO	Labor	Ministry of Employment	1.2.3 - Support implementation of government recommendations for public sector outsourcing. - Produce an inventory of outsourcing opportunities and new professions needs in target regions.	9.000	15.000	15.000	39.000
	- A pilot outsourcing system / action of the administrative in the public sector designed and promoted to create new youth led projects	UNDP	CP Outcome: Improve performances of the labour market institutions.	Ministry of Employment	1.2.4 Conduct feasibility analysis and develop an action plan for some services identified as prior.	43.000	27.500	15.000	85.500
OUTCOME 1 Subtotal					217.700	142.000	114.850	474.550	

UNDAF Outcome n°3: Between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.									
Joint Programme Outcome 2: University graduates have better access to decent job opportunities and engage in the creation of SMEs in the target regions (Tunis, El Kef, Gafsa).									
Indicators									
MDG 3 Indicator – number of women university graduates in wage employment in the non -agricultural sector, in each target region									
1. N. of graduates reaching decent job in each of the target regions									
2. n. of enterprises created by university graduates									
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-specific SMART Outputs	Participating UN organization ⁴	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*			Total
						Y1	Y2	Y3	
<p>2.1. Counselling services for youth in El Kef, Gafsa and Tunis are strengthened to provide better access to information on employment opportunities and services, labor rights and migration</p> <p>Indicators</p> <ul style="list-style-type: none"> - 40 to 60 Local stakeholders (business centers in the universities; agencies for employment, third sector institutions, bank system) trained on enterprise creation, development, business counseling and financing - At least 90 students/month approaching counseling services - At least 3 entrepreneurship windows created - Up to 180 temporary/ seasonal workers screened, selected, trained and recruited by EU enterprises. - At least 5 agreement signed in each region; (UNDP) <p>Baseline</p> <p>Unemployment is increasing very fast for higher education graduates. More than 60% of the graduates do not find jobs for a year and may</p>	The quality of support and range of information provided by existing counseling services reviewed in target regions, and recommendations for improvement formulated.	ILO	Labor	Regional Employment agencies (to be selected)	2.1.1 Review the quality of support and range of information provided by existing counseling services in the target regions (implementing pilot projects)	9.000	20.000	30.000	59.000
	The capacities of selected staff of participating institutions strengthened for youth training and counseling (enterprise creation, development, financing, etc.)	UNIDO	Private sector development	Regional Employment agencies (to be selected)	2.1.2 Organization of trainings of trainers to be extended to selected staff of participating Institutions. The training includes specific modules on enterprise creation, development, business counseling and financing. Training on ICT UNIDO platform	7.000	18.000	21.000	46.000
	A circular youth migration training program established within the national employment services in the 3 regions.	IOM	Migration	Ministry of Employment	2.1.3 Identify the Tunisian selected regions workers with required skills /competencies - Assess the skills of selected workers through professional tests	102.800	71.280	-	174.080

<p>need to wait for many years. About one third of those who find jobs are not satisfied with their occupation and have accepted jobs below their expectation. This rate is higher for women: 39%. Women combine several impeding factors and have less access to vocational training. Entrepreneurship is under developed among young people, including the higher education graduates</p>					Tunisian agencies that will deliver pre-departure assistance and training. - Training of trainers				
	Private/associative pilot placement services implemented to promote PPP at sub regional level.	UNDP	CP Outcome: Improve performances of the labour market institutions.	Ministry of Employment	2.1.4 Identification of potential regional private structures and definition of TOR for their establishment.	26.000	27.000	24.000	77.000
	The establishment and operation of an "Employment and Entrepreneurship Information Window" at universities in target region supported	UNIDO	Private Sector Development	Regional Employment agencies (to be selected)	2.1.5. Identification of the Universities that will host the Information window and establishment of the platform web aided through the experimented UNIDO platform.	9.000	12.000	15.000	36.000
<p>2.2. Vocational training programmes strengthened and developed targeting university graduates most affected by unemployment so they better match the regional priorities and labor market needs of Gafsa, El Kef and Tunis.</p> <p>Indicators</p> <ul style="list-style-type: none"> - At least 30 unemployed university graduated trained coherently with labor market needs - At least 5 training modules developed in innovative sectors - At least 200 young trained in newly designed modules. - At least 30 teachers/trainers trained on curricula development (ILO) - - N 50 unemployed graduates have enhanced their employability through participation in demand-driven newly designed training modules and internships (10) in 	Vocational training programmes available for university graduates reviewed and areas for improvement gender sensitive curricula and programmes identified.	ILO	Labor	Regional training centers	2.2.1 - Review of the vocational training programmes available to university graduates in the pilot regions. - Design pilot training to address mismatched skills (design pilot training)	15000	20000	35000	70.000
	New training modules (including the establishment of an internships abroad programme) designed and introduced in the vocational agriculture training institutions.	FAO	Agricultural labor	MARH (Direction Générale des Etudes et du Développement Agricole)	2.2.2. Assess regional emerging occupations and labor market needs in the agricultural and environmental sector (Study and surveys)	9760	-	-	9.760
		FAO	Agricultural labor	Regional agricultural training centres	2.2.3. Based on 2.2.2, give technical support to vocational agriculture training institutions for the design and for conducting 2 new training modules, including the establishment of an internships abroad programme.	17800	24.700	24.899	67.399
	The capacities of the	FAO	Agriculture	Regional	2.2.4 ToE on training career	53070	12.650	0	65.720

<p>the agricultural and environmental sector by the end of year 3 (FAO)</p> <p>- n. 15 trainers of the main regional agricultural training centres have enhanced their capacity in career counselling and guidance of young promoters by the end of year 2 (FAO)</p> <p>Baseline Approximately, there 100000 unemployed who are higher education graduates. Graduates in humanities, business, economics and law are the hardest hit and correspond to more than 80% of the unemployed with higher education degrees.</p>	<p>regional agricultural training centers strengthened to improve career counseling and guidance of young promoters.</p>		ral labor	agricultural training centres	counseling and gender based M&E of programmes, including the design and implementation of a platform for continuous follow up.				
	<p>New vocational training modules developed and promoted to engage young graduates in developing businesses in innovative sectors.</p>	UNIDO	Private Sector Development	Regional training centers	<p>2.2.5 Identification of innovative project ideas promoted by young graduates (i.e. Refurbishment of ICT equipment, renewable energies etc.) Design of tailored made training modules, in partnership with the private sector and web supported through the UNIDO Platform</p>	12000	21000	33000	66.000
	<p>The UNIDO "Entrepreneurship Awareness " training program for young graduates, developed and promoted.</p>	UNIDO	Private Sector Development	Regional training centers	<p>2.2.6 Organization of training sessions for young graduated in enterprise creation including: soft skills, rules and regulations for establishing a small enterprise, investment opportunity identification, market survey, business plan preparation, project appraisal, accounting and managerial skills and tailored made sessions with successful young entrepreneurs in the pilot regions.</p>	18000	25000	35000	78.000
<p>2.3 Mechanisms and programmes to support youth in creating and managing SMEs and micro enterprises are strengthened and piloted</p> <p>Indicators</p> <p>- at least 120 staff trained</p> <p>- at least 200 young trained/yearly</p> <p>- at least 40 successful entrepreneurial activities promoted yearly At least 10 new micro enterprises /SME in</p>	<p>"Enterprise Creation and enterprise upgrading" developed and promoted for selected support Institutions.</p>	UNIDO	Private Sector Development	Regional Incubators	<p>2.3.1 Organization of trainings of trainers in enterprise creation and enterprise upgrading and counseling. Identification of pilot projects and promotion to be submitted to local financial institutions.</p>	18.000	35.000	45.000	98.000
	<p>Installation of agriculture incubators Supported in project</p>	FAO	Agricultural labor	Regional agricultural	<p>2.3.2 Organization of workshop on both training</p>	25.282	54.100	19.288	98670

<p>agricultural/environmental sector supported through agricultural incubators by the end of year 3 (FAO)</p> <p>-</p> <p>- At least 20 training sessions for informal workers</p> <p>- At least 30 SMEs converted to formal sector (UNDP)</p> <p>Baseline Currently, the survival rate for SMEs created by youth is less than 60% and the average number of workers per enterprise is around 1.4 only. There is not enough coordination between agencies in charge of managing migration and the information about migration is lacking.</p>	<p>for agricultural innovative subjects.</p>				<p>agriculture</p> <p>- Elaboration of a program for the popularization of innovative methods in agriculture in the region</p>				
	<p>Agricultural incubators reinforced to support young entrepreneurs in innovative project implementation and management.</p>	FAO	Agricultural labor	Regional agricultural Incubators	<p>2.3.3 Organization of Workshop on how to implement an agricultural project</p> <p>- Identification of innovative production methods</p> <p>- Undertake targeted actions for the promotion of innovative production methods that can be practiced in the region.</p>	-	39.100	42.900	82.000
	<p>A framework to assist self employed young workers and enterprises (and shift from informal to formal sector) developed and a pilot action In the field is launched.</p>	UNDP	CP Outcome: Improve performances of the labour market institutions.	Business associations	<p>2.3.4 Identification of eligibility criteria and set up of management arrangements and financial procedures for PPP supports mechanism.</p>	20.000	26.000	22.509	68.509
	<p>Local and international networks established between universities, techno poles, business centers, financial services, associations of entrepreneurs, enterprises professional associations and youth-led projects within same areas of economic interest</p>	UNIDO	Private Sector development	Associations of Entrepreneurs	<p>2.3.5 Establishment of a web-based, open source, youth-friendly communication platform that will serve as the central hub for all communication processes of the programme. Local youth groups (two in each region), selected on a competitive basis, will serve as multimedia hubs. At the same time, the hubs will develop into self-sustaining IT service providers, as well as training center for platform users.</p>	21.000	15.000	15.000	51.000
OUTCOME 2 Subtotal						363.712	420.830	362.596	1.147.138

UNDAF Outcome: UNDAF outcome n°3: Between now and 2011, increase job opportunities mainly for youth, women and higher education graduates in order to obtain productive and permanent jobs with decent suitable revenues.									
Joint Programme Outcome 3: Low skilled young men and women from El-Kef, Tunis and Gafsa have access to better employment and migration support services and decent job opportunities.									
Indicators									
1. at least 450 young per year low skilled approaching counseling services									
2. at least 30% of counseled low skilled young obtain decent job									
JP Outputs (Give corresponding indicators and baselines)	Participating UN organization-specific Outputs	Participating UN organization ⁵	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*			
						Y1	Y2	Y3	Total
3.1 Training schemes and apprenticeship programmes for low skilled youth are developed to correspond to the labor market needs and local development opportunities in the three regions Indicators - At least 1000 apprenticeship positions agreed with private sector - At least 15 vocational training programmes developed - 100 unemployed low skilled young have enhanced their employability through participation in a first pilot application of an apprenticeship programme - - N° of trained young women and men; - N° of successful SMEs created	Integrated apprenticeship and vocational training programs developed for low skilled youth.	ILO	Labor	Ministry of Employment	3.1.1 Design new apprenticeship and vocational training programs adapted to low skilled youth.	15.000	18.000	21.000	54.000
	An integrated apprenticeship programme, gender mainstreamed, (targeting community based rural development initiatives) developed and started to be implemented.	FAO	Agricultural labor promotion	MARH (regional level)	3.1.2 Assist regional agricultural institutions and NGO to develop an integrated apprenticeship programme, gender mainstreamed, targeting community based rural development initiatives by developing new targeted training courses and test it for the first year	16.200	26.530	19.300	62.030
	The capacities of Centers for rural young women in the target regions enhanced in career counseling and guidance of young rural women by the end of year 2	FAO	Agricultural labor promotion	Centres for rural women (Agence Tunisienn e de la Formation Profession nelle)	3.1.3 Give technical assistance and equipment for rural young women centers to develop adapted trainings/pilot projects in the agricultural and environmental sector	7.000	26.630	15.560	49.190

<p>Baseline</p> <p>Most active labor market policies are targeting higher education graduates and little resources are allocated to the other categories, especially the unskilled. They are in particular offered very few opportunities in terms of vocational training. The only alternatives they usually have are either to work in the informal sector under harsh conditions and lower pay or to try to migrate first to the larger and already more crowded cities or internationally. They are the likeliest to consider illegal migration. Young girls in rural areas have the lowest chances to access decent employment.</p>	<p>Capacities of young entrepreneurs reinforced for the development of SMEs in new domains</p>	ILO	Labor	Ministry of Employment	3.1.4 Conduct pilot training using new methodologies (i.e.: Success-Case Replication (SCR)) for the development of SMEs in new domains.	15.000	27.853	31.045	73.898
	<p>An integrated training and an employment programme for low skilled youth supported, with local NGOs and local development planners.</p> <p>Programme developed;</p> <p>N° of unemployed finding decent job</p>	ILO	Labor	Regional development agencies	3.1.5 Support the development of an integrated training and employment programme in partnership with local NGOs and local development planners to involve low skilled youth in community based local development initiatives	15.000	30.000	40.000	85.000
<p>3.2 New youth-led SME creation support modules and youth-led enterprises launched in rural and urban areas of the three target regions</p> <p>Indicators</p> <ul style="list-style-type: none"> - at least 45 youth led enterprises launched yearly; - at least 2 employees in each newly established enterprises <p>Baseline</p> <p>The existing programs aiming at the creation of SMEs are not accessible to youth with low skills</p>	<p>New sectors for enterprise creation and potential youth-led-start-up business identified.</p>	ILO	Labor	Enterprise support institutions	3.2.1 Study on potential youth-led-start-up business. - Inventory of new sectors for enterprise practical orientations prepared	12.000	33.000	38.000	83.000
	<p>Network of key stakeholders established to ensure knowledge gathering and sharing on best practices for youth employment and for the coordination of all activities carried out at the national level.</p>	UNIDO	Private Sector Development	Ministry of Employment	3.2.2 Training sessions for youth associations in technical skills according to sector/market analysis and entrepreneurship training (training of trainers based on a peer to peer approach), including monitoring and evaluation and provision of future extension services and link with financial institutions	24.000	45.000	33.819	102.819

	Youth-led small enterprises for low skilled youth developed and implemented in urban and rural areas (through the network of trainers created under 3.2.2 and supported by the UNIDO platform).	UNIDO	Private Sector Development	Ministry of Industry	3.2.3 Provision of peer-to-peer advice, training, mentoring and support to Youth. Uploading of up-to-date information on the overall programme (training, opportunities, latest news); establishment of youth Employment database.	23.700	45.000	45.500	114.200
	The capacities of low skilled targeted young women and men reinforced in "Market Analysis and Development" (MAD)	FAO	Agricultural labor	MARH (regional level)	3.2.4 Conduct a ToT of 30 regional development institutions and local NGO staff in Market Analysis and Development (MAD) approaches	9.050	39.000	0	48.050

	n. 120 unemployed low skilled young women and men have enhanced their employability through participation in demand-driven newly designed informal training modules (MAD) in the agricultural and environmental sector and 60% of them have a decent employment in micro/small enterprises or community based local development initiatives at the end of year 3	FAO	Agricultural labor	MARH (regional level)	3.2.5 Conduct MAD pilot modules in the target regions supporting the development and implementation of 10 youth-led small enterprises for low skilled youth in identified areas, (including access to credit and land tenure, partnerships with public and/or private sector, NGOs and local development planners, study tours in Tunisia...)	-	44.950	24.230	69.180
3.3 Seasonal employment opportunities for low skilled youth from El Kef, Gafsa and are identified and promoted Indicators - an operational cooperation framework is created - At least 1000 seasonal job found and used by low skilled youth Baseline Little information and almost no organized schemes are available for low skilled youth as regards employment through seasonal migration within the country and even much less	Networking and coordination between the private sector and employment agencies reinforced.	ILO	Labor	Ministry of employment	3.3.1 Support networking and coordination between the private sector and employment agencies to facilitate the recruitment of low skilled labor for seasonal employment within Tunisia and awareness campaign on available options for seasonal employment along the year and training opportunities (Awareness will be raised on issues of social security; the importance of occupational safety and health in the workplace; and improved action to ensure compliance with laws concerning working conditions will be included)	6.000	9.000	12.000	27.000

	<p>The capacities of low skilled young men and women, candidates for seasonal migration improved in the targeted regions of Tunis, El Kef et Gafsa.</p> <p>120 low skilled youth have enhanced their employability through participation in demand-driven training for seasonal employment and 60% of them profit of seasonal employment opportunities by the end of year 3</p>	FAO	Agricultural labor	MARH (Direction Générale des Etudes et du Développement Agricole)	<p>3.3.2 Support local authorities to assess the current potentials, existing information mechanisms and skill requirements for seasonal employment within Tunisia, particularly in agricultural sectors (Study and regional surveys) adopting also web based solutions (UNIDO platform)</p>	7.930	-	-	7.930
		FAO	Agricultural labor	Regional agricultural training centres	<p>3.3.3 Based on results of 3.3.2, support the development of pre-training for seasonal employment of low skilled young men and women from Tunis, El-Kef and Gafsa, design a pre-training programme and pilot it for the first year.</p>	7.060	23.000	20.060	50.120
<p>3.4 A circular migration mechanism targeting low skilled youth is developed and set-up for the three regions</p> <p>Indicators At least 180 young in the three regions are involved in the circular migration mechanism Up to 30 returning temporary/seasonal workers assisted in started ups and SME (IOM)</p> <p>Baseline Although a national agency is in charge of activities targeting Tunisian living and working abroad and in the process of returning no specific program is targeting youth</p>	<p>The capacities of recruited Tunisians and skills development are enhanced</p> <p>Training in EU countries for up to 90 recruited Tunisians and skills development, such as start up of SME, channeling remittance to long term investments conducted in the country of destinations, and a pilot phase is implemented</p>	IOM	Migration	Ministry of Employment	<p>3.4.1 Identify seasonal/temporary workers interested to develop a process of remittances investments or SME creation in their origin regions. - Conduct screening of seasonal/temporary workers - Training sessions for workers</p>	25.140	32.380	40.200	97.720

migrants returning and willing to create enterprises. Information about enterprises created by returning migrants is very incomplete	Mechanisms and programmes to support returning youth migrants in creating and managing SMEs and micro enterprises are strengthened and piloted for the returning seasonal workers	IOM	Migratio n	Ministry of Employe nt	3.4.2Support for the creation of migrants SME in the selected regions through: - Technical assistance to cooperation among selected regions in destination countries Tunisian selected regions aiming at economical development - Assistance to migrants with an enterprise creation project and remittances investment plan			42.000	42.000
	Best practice and documentation on pre-departure/return package for the circular migration of low skilled youth produced and disseminated.	IOM	Migratio n	Ministry of Employe nt	3.4.3 Make an inventory of best practices and similar projects in the sector - Training program/study tour for Tunisian relevant officials - Seminar for promotion of best practices and share/dissemination of relevant information	14.000	3.173		17.173
OUTCOME 3 Subtotal						197.080	403.516	382.714	983.310

		1st year	2nd year	3rd year	Total
Sub Total activities		778492	966346	860160	2604998
FAO	Suivi & Evaluation (4%)		12200	12202	24402
ILO	Suivi & Evaluation (4%)		12000	11667	23667
IOM	Suivi & Evaluation (4%)		8000	7827	15827
UNDP	Suivi & Evaluation (4%)		9154	8140	17294
UNIDO	Suivi & Evaluation (4%)		12000	11681	23681
Programme Coordination Team (UNDP)		64000	64000	64000	192000
FAO	Programme Cost (1)	153152	302860	178439	634451
	Indirect Support Cost	10721	21200	12491	44412
ILO	Programme Cost	130000	228353	256562	614915

	Indirect Support Cost	9100	15984,7	17959	43044
IOM	Programme Cost	206640	114833	90027	411500
	Indirect Support Cost	14465	8038	6302	28805
UNDP	Programme Cost	220000	209654	195649	625303
	Indirect Support Cost (2)	15400	14675,8	13695	43771
	Formulation advance funds	10000			10000
UNIDO	Programme Cost	132700	228000	255000	615700
	Indirect Support Cost	9289	15960	17850	43099
Total	Programme Cost	842492	1083700	975677	2901869
	Indirect Support Cost	58974	75859	68297	203131
	Formulation advance funds	10000			10000

(1) Includes evaluation for all agencies

(2) Includes indirect costs for Programme coordination team

Budget Category by UN Organization (2009-2011)

	FAO	ILO	IOM	UNDP	UNIDO	TOTAL
1.1 Supplies, commodities, equipment and transport	143 700	70 800	27 200	61 100	143 169	445 969
1.2 Personnel (staff, consultants, travel and training	292 354	211 967	213 240	324 540	407 081	1 449 182
1.3 Training of counterparts	59 500	112 750	120 560	94 050	40 600	427 460
1.4 Contracts	126 500	155 700	50 500	129 450	24 850	487 000
1.5 Other Direct Costs	12 397	63 698	-	25 509	-	101 604
Total Direct Costs	634 451	614 915	411 500	634 649	615 700	2 911 215
2.0 UN Agency Indirect Cost (7%)	44 412	43 044	28 805	44 425	43 099	203 785
Grand Total	678 863	657 959	440 305	679 074	658 799	3 115 000

5. Management and Coordination Arrangements

Each of the UN agencies participating in the project will have counterpart Tunisian Institution at central level as focal point ; the same institution has local representatives in the selected regions. The following table reports this correspondence.

Table 2: Implementing partners and Counterpart institutions

UN Agency	Tunisian Institution
FAO	Ministry of Agriculture
ILO	Ministry of Employment
IOM	Ministry of Employment
UNDP	Ministry of Employment
UNIDO	Ministry of Industry

The Ministry of Employment is the lead coordinating agency designated by the Tunisian government to implement and coordinate the joint program . ILO, UNDP and IOM will work with the Ministry of Employment through the programme management committee. FAO will work with the Ministry of Agriculture, coordinated by the PMC. Similarly, UNIDO will work with Ministry of Industry in the implementation of its activities. The Ministry of Development and International Cooperation (MDCI) will be a critical partner in the regions and the Office de Développement located in the governorates will be an important partner for the Ministry of Employment and the Governors in monitoring the program.

5.1. Roles and contribution of Participating Agencies

The Joint Programme envisages that five UN Agencies work together to achieve the three outcomes that contribute to the implementation of the One UN Programme of Tunisia.

These five Agencies are: FAO, ILO, IOM, UNDP, and UNIDO.

The presence of 5 UN agencies and the mentioned network of governmental and non-governmental partners will require substantial input in order to manage the whole programme integrating competencies and harmonizing the interventions. A program manager will be responsible for coordinating the program. She/he will link the action of the agencies and will be responsible for the follow up and delivery of foreseen quality output and will report to the Ministry of Employment, the lead government institution. Operations in the field will be conducted by three specific task forces (one per each target region of the JP) integrated by local experts coming from the relevant agencies and private institutions specifically trained, within the JP framework, in technical and financial aspects related to the creation and development of enterprises. These experts will act as trainers and counselors under the guidance of the experts of the Core Team. The emphasis of the training subjects will vary according to beneficiaries and the social and economic situation where they will be held, and in any case it will be demand driven.

Complementarity and “competitive advantage” of each of the involved agencies are reported below.

FAO will be crucial for the development of interventions benefiting the targeted youth of rural areas and ensuring that employment programmes developed by institutions from the agricultural sector take into consideration the needs of youth. FAO's main partner is the Ministry of Agriculture at the central level and the Regional Agricultural Development councils at the regional level. FAO will address rural unemployment by: supporting the

provision of education better suited to the practical needs of rural youth (Farmer's Schools), providing new techniques and tools to farmers and rural communities to improve their livelihoods, as well as support to pilot youth-projects for the sustainable use of natural resources and biodiversity (including eco-tourism). FAO has been working in these regions over the past 20 years and has established strong partnerships. FAO sub regional office based in Tunis and headquarters in Rome will guarantee a provision of qualified expertise.

ILO is the lead organization in the field of employment and will be the lead agency on ensuring the achievement of a number of crucial outputs for the programme. It will contribute with its strong technical competencies, its tripartite structure for social dialogue (government, workers and employers) as well as its knowledge and tools to support the implementation of the principles of decent work. It has long been active in Tunisia on youth employment issues, through its normative action and through its technical assistance activities. International Labor standards are an important pillar of ILO's effort to promote employment and improve working conditions for youth.

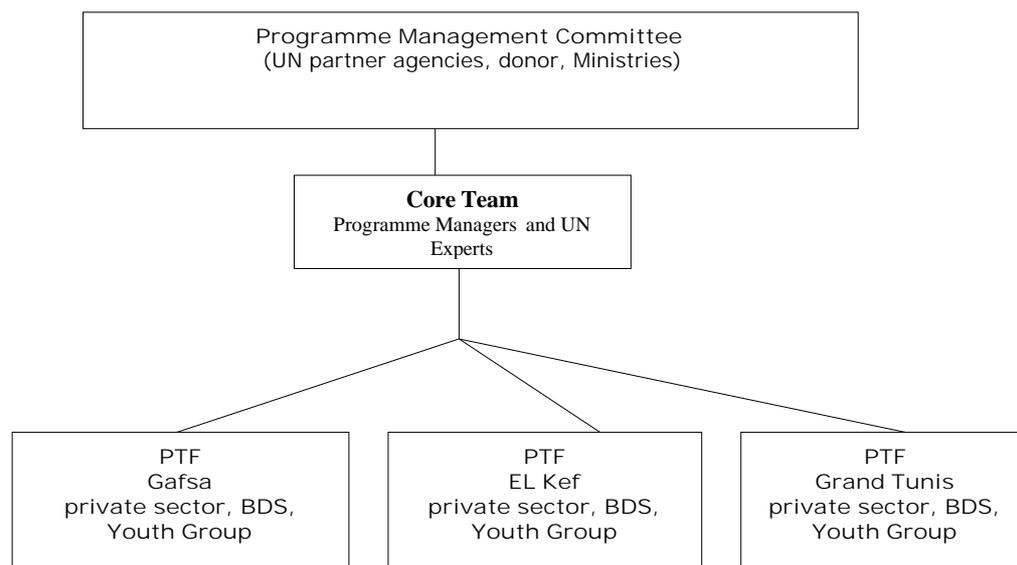
IOM is the lead organization in the field of migration and will support in particular the integration of migration issues into policy planning and support the development of mechanisms to support legal migration under favorable conditions. Building on its previous achievements in Tunisia, IOM will develop cooperation mechanisms with relevant ministries, enterprises and other stakeholders in order to identify potentials for the setting up of a circular and seasonal migration mechanism, based a pilot phase, including components of a pre-departure, skills training for migrants and provision of assistance to migrants returnees.

UNDP has expertise in poverty analysis and capacity development for achieving the MDGs. In Tunisia, youth employment and gender empowerment are critical for poverty reduction and achieving MDG 1 and are featured in the UNDP Country Programme for 2007-2011. UNDP – ILO have started a joint programme on employment in 2007 which complements this joint programme on Youth, Migration and Employment. UNDP expertise in gender analysis (including gender and employment), local governance, and labor market governance structures are its main comparative advantages for this joint programme. UNDP also has expertise in engaging multi-stakeholder dialogues and in developing national capacities to effectively design, implement, monitor and evaluate development policies. UNDP has strong partnerships with a number of key Ministries for this programme, including the Ministry of Employment and the Ministry of Development and International Cooperation.

UNIDO has accumulated hands-on experience in assisting developing countries unleash the underutilized productive potential of their youth population, by strengthening entrepreneurial capabilities, improving access to skills development and promoting micro and small scale enterprises. The entrepreneurship curriculum programme developed by UNIDO is under implementation in a growing number of countries; ICT skills are integrated in the programme with support from Microsoft, as part of the UNIDO-Microsoft agreement. In Tunisia, UNIDO has been assisting national partners with a number of mechanisms and initiatives aimed at promoting job opportunities for young people and fostering closer cooperation between training institutions and the private sector, such as business incubators and technology parks. A programme for "Entrepreneurship Development and Enterprise Creation", with a special focus on youth, was launched in 2006 in cooperation with several national and international partners.

5.2. Coordination mechanism

The coordination arrangement has been established according to the Operational Guidance Note for the Participating UN Organizations (MDG -F, 2 October 2007).



A National Steering Committee (NSC) has been established to oversee and coordinate the operations of this Joint Programmes funded by the UNDP -Spain MDG Achievement Fund in accordance with the Terms of Reference of the Fund. The NSC will oversee the overall implementation of Programme activities. It will provide strategic guidance and approve the Joint Programme Document (JPD), including its revisions and annual workplans and budgets. It will be composed of the UN Resident Coordinator (Chairperson), a representative of the Spanish government and the representative of the Ministry of Development and International Cooperation. The Committee will meet twice a year. When possible, the NSC will use coordination mechanisms set up in Tunisia to plan stakeholder consultations.

The Fund will rely on UN Resident Coordinators (RC) to facilitate collaboration between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered.

The responsibilities of the NSC will include:

- Reviewing and adopting the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary (Generic Terms of Reference can be found on the MDTF website)
- Approving the Joint Programme Document before submission to the Fund Steering Committee. Minutes of meeting to be sent to MDG -F Secretariat with final programme submission.
- Approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG -F Steering Committee.
- Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;

- e. Approving the documented arrangements for management and coordination
- f. Establishing programme baselines to enable sound monitoring and evaluation
- g. Approving the annual work plans and budgets as well as making necessary adjustments to attain the anticipated outcomes.
- h. Reviewing the Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations.
- i. Suggesting corrective action to emerging strategic and implementation problems.
- j. Creating synergies and seeking agreement on similar programmes and projects by other donors.
- k. Approving the communication and public information plans prepared by the PMCs.

A Programme Management Committee (PMC) will be established to coordinate and oversee Programme implementation. It will act as principal coordinating and supervisory body for implementation of the JP and provide policy guidance and recommendation regarding programme strategy and objectives. It will periodically review and oversee programme achievements and financial disbursements. It will meet on quarterly basis and will be composed of representatives of the participating UN Organizations, the IOM, and the Ministry of Employment. The RC or his/her representative will co-chair the PMC with the designated representative of the Ministry of Employment. Representatives of other line ministries (Industry, Trade, Agriculture, Development and International Cooperation, Foreign Affairs, Social Affairs etc.); local authorities; the social partners and non-government organizations promoting the interests of young people may also participate in the PMC meetings on an ad hoc basis. Joint Programme managers and experts can be invited to the PMC meetings as needed.

The responsibilities of the PMC will include:

- a. ensuring operational coordination
- b. appointing a Programme Manager or equivalent thereof;
- c. managing programme resources to achieve the outcomes and output defined in the programme;
- d. establishing adequate reporting mechanisms in the programme;
- e. integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
- f. providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;
- g. agreeing on re-allocations and budget revisions and make recommendations to the NSC as appropriate;
- h. addressing management and implementation problems;
- i. identifying emerging lessons learned; and
- j. establishing communication and public information plans.

A Programme Core Team (PCT) will be set up to provide technical inputs, implementation management and backstopping of the JP. This team will comprise the following members:

- a) Programme manager

The PM will manage the Programme on a daily basis, coordinate the inputs of the technical specialists and prepare progress and other monitoring reports, as well as organize the mid-term evaluation.

The PM will have a solid background on employment and youth employment policy development and implementation, strengthening of institutions deputed to govern the labor market, and on the design, monitoring and evaluation of employment programmes. S/he will ensure that anticipated results, programme guidelines, standards of quality and timely provision of inputs/implementation of activities are aligned to the JPD and to sound results-based management practice. He will be assisted by a Programme assistant.

The appointed programme manager for the joint programme will provide coordination assistance to the PMC. This includes preparing the meetings, following up on agreed action points and coordinating the preparation and clearance of the reports prior to their submission to the National Steering committee and other partners.

b) Core Team (CT): each UN agency will select and provide the specialists that will integrate this core team with the function of :

- assisting the PM on the development and/or adaptation of methodologies and tools for youth employment policy development and implementation;
- training trainers coming from the corresponding agencies at local level in the selected regions;
- UNIDO and IOM have received UNDESA funding for an UN Fellow that will contribute to the work as a part of the Core Team to support the YEM project activities for UNIDO and IOM and assist the programme manager for the implementation of the JP.
- FAO has received a Junior Professional Officer from the MDG -F that will follow up on FAO/Ministry of Agriculture activities, but will also participate in the Core Team and support the programme manager

The Minister of Employment will designate a coordinator from the Ministry to participate in the Core team. Decisions on implementation will be made by consensus in the Core Team, in particular between the implementing agency responsible for an activity and the Ministry of Employment.

In addition to the training, the Agencies' experts will advise and assist, during the whole life of the programme, their counterparts working in the local task forces (see below). As an average, 6-9 local experts in the three task forces may depend from each expert. The experts integrating the core team will not be working full time but on demand and will be recruited on a case by case base according to the needs emerged on field.

c) 3 regional Task Forces (TF). Each TF will be composed of 10-15 technical specialists in the five areas specifically covered by each of the UN agencies participating in the JP. These specialists may come from public or private sector. The number is related to the local institutions operating in the selected regions, the willingness to participate in the programme and the reaching of the minimum required skills.

The Task Forces will be responsible for the implementation of the operations and will include local representatives of the private sector, public and private business development providers, banks for micro and same financing and youth groups. The tasks forces will also

act as facilitators for co ordinations amongst various stakeholders and will promptly identify bottlenecks of project implementation and find solutions to be submitted to the highest level of Project Management.

6. Fund Management Arrangements

The funds of the MDG -F for the implementation of the Joint Programme will be transferred through UNDP as the Administrative Agent to the participating UN Organizations and IOM in line with provisions of Annex 4 of the Guidance Note.

Each participating Agency assumes complete programmatic and financial responsibility for the funds disbursed to it by the Administrative Agent and can decide on the execution process with its partners and counterparts following the Agency's own applicable regulations.

Each Agency will establish a separate ledger account for the receipt and administration of the funds disbursed by the Administrative Agent. The participating Agencies will provide certified financial reports according to the budget template provided in the MDG -F Operational Guidance Note issued by the MDTF Office. They will deduct their indirect costs on contributions received not exceeding 7 percent of the Joint Programme budget in accordance with the provisions of the MDG -F Memorandum of Understanding signed between the Administrative Agent and participating Agencies.

Installments will be released in accordance with the annual workplans approved by the NSC. The release of funds is subject to meeting the minimum commitment threshold of 70% of the previous funds released to the participating Agencies combined. If the 70% threshold is not met for the Programme as a whole, funds cannot be released to any Agency, regardless of the individual agency's performance.

The following year advance can be requested at any point after the combined commitment against the current advance has exceeded 70% and the workplan requirements have been met. If the overall commitment of the Programme reaches 70% before the end of the twelve-month period, the participating Agencies may – after endorsement by the NSC – request the MDTF Office through the Resident Coordinator to release the next installment ahead of schedule.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to MDTF Office.

Transfer of cash to national Implementing Partners:

Each of the UN agencies and IOM will receive funds at the beginning of the year. The UN agencies can perform cash transfers can be performed in three ways:

1. Advance – the UN agency transfers the money to the government counterpart or NGO partner's bank account, based on an approved annual work plan. The counterpart is then responsible for implementation of the activities approved in the annual workplan. Advances can be made on a quarterly basis, and the subsequent advance can be made once the counterpart has provided a financial report of the use of the first tranche, and

once 80% of the first payment is made. The government partner must request in writing each advance and must account for the use of funds each quarter.

2. Direct Payment – The UN agency makes payments directly to suppliers, consultants based on activities agreed in the Annual Work Plan. Government and NGO partners are directly involved in the implementation of activities; however the UN agency or IOM will make the payment.
3. UN Agency Implementation – the UN agency takes the lead on implementation on activities (recruitment, organization of workshops, etc) and makes all the necessary payments directly with the suppliers and consultants.

In order to ensure proper coordination, the UN agencies will inform the Ministry of Employment and the Project coordinator regularly of the cash transfers made to suppliers or government counterparts.

An internal audit will take place in Year 2 as well as at the end of the programme as articulated in their applicable Financial Regulations and Rules. In addition, the MDG F Secretariat will consult with the UN Agencies on any additional specific audits or reviews that may be required, subject to the respective Financial Regulations and Rules of the Participating UN Organization. Participating UN Organizations will provide a summary of their internal audit key findings and recommendations for consolidation by the AA and Submission to the Fund Steering Committee and NSC as applicable.

7. Risk Management

Two kinds of risk could affect the achievement of the JP objectives: internal and external. At central level the internal risks are the political changes and staff turnover. At local level internal risks refer to the staff of trainers' availability in sufficient quantity and with sufficient skills for ToT activities. Once they have been trained the further risk is constituted by turn over and drain of trained resources.

External risks at national level are constituted by slowdown of economic growth which would impact job promotion .

The following table 3 provides the assessment of the main risks and suggests mitigation strategies.

As a general measure to minimize the risks, it is important to ensure the strong ownership of the GoT to the envisaged outputs and activities guaranteeing in this way at the same time the achievement of their sustainability.

Table 3: risk management

Risk	Risk Level	Countering strategy
The private sector does not participate in private public partnerships (PPPs) for youth employment.	Low	To reduce the risk associated with lack of participation of the private sector in forging and implementing the PPPs, the contacts have been made and informal agreement reached with entrepreneurial associations. During the implementation phase a participatory approach will be adopted in the identification of the needs and interests of enterprises in hiring young people. Finally, the JP will develop a broad portfolio of youth employment projects to be submitted to private enterprises so that they can choose to support projects for which they have more interest.
Tunisia communities abroad do not contribute to local development initiatives that increase youth employment opportunities in the target regions.	High	The capacity building of migrant associations and officials of the Consular Services will be instrumental to provide more and better services to members of the Tunisian communities abroad. Specific networking among stakeholders will be put in place, with the scope of raising awareness among Tunisian communities abroad on the needs and trade opportunities of the regions targeted by the JP.
Local institutions fail to participate in the coordination mechanism and to cooperate with the private sector.	Low	To minimize this risk, it is important to ensure the commitment and ownership of the local institutions to the envisaged outputs and activities of the Joint Programme and to ensure that Programme stakeholders, partner institutions and other organizations directly associated with the Programme, are constantly involved in the planning and implementation of activities. The establishment of an extensive dialogue with the actors present at central and local level will yield results in terms of visibility, leverage and impact of Programme activities
Excessive turn over among the trainers	Medium-Low	This risk is considered low with the public sector: civil servants involved in the project are actually involved in the job creation/development and migration issues, so will be more motivated to join the project. The same labor market situation makes resignation unlikely from the civil servants. In any case work overload may represent a cause for

Risk	Risk Level	Countering strategy
		abandoning the JP. To minimize this risk different kind of incentives will be provided (public recognition, diploma, financing). The participants from the private sector, being entrepreneurs may not guarantee continuity to their cooperation in the programme. Particular care will be posed in the selection of the trainers at the beginning and flexible timetable will be agreed.
The project will duplicate already existing activities and will not be able to reach at field level the most needed with concrete specific initiatives	Low	The project is demand driven, the studies will be based on previous researches and only new and specific analysis will be undertaken. Detailed action plans per regions and per semester will be drawn in tight cooperation with local stakeholders.

8. Monitoring, Evaluation and Reporting

8.1. Monitoring

The participating Agencies are committed to achieve the specific and measurable results of the Programme as described in the table below. Monitoring and evaluation will be conducted in accordance with the One UN Programme monitoring and evaluation plan and be subject to each Agency's regular internal audits.

The content of the following "Joint Programme Monitoring Framework (JPMF)" summarizes monitoring arrangements for the joint programme, including monitoring activities that the participating UN organizations and/or national partners will undertake, the timing of such activities and the respective responsibilities.

Monitoring will be conducted following three procedures:

1. detailed annual work plans
2. field visits;
3. participatory meetings with concerned stakeholders.

MDG monitoring system will be established for the two MDGs that this program is targeting. For MDG 1, "Achieve full and productive employment and decent work for all" and MDG 3, "Eliminate gender disparity", the Regional Employment observatory will design a survey at the beginning of the programme in order to establish regional baselines on women's employment, as well as a baseline of university graduates and low -skilled labor. This survey will be conducted every two years to follow the impact of the MDGs and unemployment in the three target regions.

The Programme Coordinator which will be hired to coordinate the entire programme will conduct regular monitoring of the activities of all five agencies. The programme

coordinator will prepare a monitoring plan at the beginning of each year indicating which activities will be monitored throughout the year.

In addition, each agency and their government counterpart will be responsible for monitoring their individual activities that they are responsible for on a regular basis. There is therefore a joint commitment and joint responsibility on behalf of the agencies as well as the Programme coordinator to monitor the activities. To avoid overlap and duplication of efforts, each agency will submit a Monitoring plan at the beginning of the year and these plans will be adapted to the Monitoring Plan of the Programme coordinator in order to ensure coherence.

It is essential to avoid the control/controlled approach. Beneficiaries will be more motivated if they are part of the monitoring system. Specific training on M&E participatory approach will be part of the initial training to trainers.

The work plan will give indications of the activities to be implemented by each Agency. It will describe in detail the required inputs and the expected results within a given timeframe. More detailed Specific, Measurable, Achievable, Realistic and Timely (SMART) indicators will be agreed during the inception phase of the project.

Table 4: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>OUTCOME 1: Youth and employment migration policies and programs better adapted to the labor market trends and the specific needs of unemployed university graduates and unemployed low skilled youth in the target regions (Tunis, El Kef, Gafsa).</p> <p>1.1 Regional strategies/action plans on youth employment and labor migration, with particular attention to the target groups, and the systems for the monitoring, evaluation and analysis of labor market dynamics are strengthened at the regional level</p> <p>1.2 Private-public sector partnerships for decent employment for youth established in each of the selected regions for the improved implication of private sector, NGOs, and youth groups in the implementation of the regional action plans.</p>	<p>MDG Indicators: Ratio (employment of skilled and active youth in the target region/total skilled youth in the target region) Ratio of women in salaried positions in the non agricultural sector to the total salaried labor force of the region</p> <p>Indicators</p> <ul style="list-style-type: none"> - Policy implication and recommendations formulated before the end of the year - At least 20 staff of line ministries and local agencies; produce and/or use data on youth employment, informal employment and migration by the end of the second year. - Specific studies completed - Key indicators of the youth labor market, including informal employment and migration, regularly collected and analyzed - Analysis capacity developed in at least 20 civil servants from relevant institutions - Private enterprises and association participating in the project; - Local projects on youth employment financed through PPPs <p>Baseline No information available on PPP No data available on enterprises creation and survival in the target regions</p> <p>Timeframe: Output 1.1 2009 Output 1.2 2009-2011</p>	<p>Minutes of meetings</p> <p>Reports and studies produced</p> <p>Reports of field surveys</p>	<p>Specific studies</p> <p>Questionnaires</p> <p>Research</p> <p>Field surveys</p> <p>Annually and quarterly progress report</p> <p>Mid term review and final evaluation reports</p>	<p>Output 1.1: UNDP</p> <p>Output 1.2: ILO</p>	<p>Risks Private sector reluctant to cooperate with the JP</p> <p>GoT reaction capacity not adequate to the rapidity of changes in the labor market and in the business environment</p> <p>Local institutions fail to participate in the coordination mechanism and to cooperate with the private sector.</p> <p>Assumptions Civil Servants motivated to work with JP</p> <p>The private sector recognizes the value added that PPPs can bring to local economic development</p> <p>The private</p>

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
					sector will offer business opportunities of mutual advantage to the young assisted by the project
<p>OUTCOME 2 University graduates have better access to decent job opportunities and engage in the creation of SMEs in the target regions (Tunis, El Kef, Gafsa).</p> <p>2.1 Counseling services for youth in El Kef, Gafsa and Tunis are strengthened to provide better access to information on employment opportunities and services, labor rights and migration</p> <p>2.2 Vocational training programmes strengthened and developed targeting university graduates most affected by unemployment so they better match the regional priorities and labor market needs of Gafsa, El Kef and Tunis.</p> <p>2.3 Mechanisms and programmes to support youth in creating and managing SMEs and micro enterprises are strengthened and piloted</p>	<p>MDG Indicator Ratio (employment of skilled and active youth in the target region/total skilled youth in the target region)</p> <p>Indicators 1. N. of graduates reaching decent job 2. n. of enterprises created by university graduates</p> <p>3. At least 90 students/month approaching counseling services Ratio 2/3</p> <p>4. At least 30 Teachers/Trainers trained in education/labor matching 5. At least 30 unemployed university graduated trained coherently with labor market needs 6. At least 30% of trained young find job</p> <p>7. Agencies and institutions dealing with employment, migration ad enterprise creation are interconnected in the country and linked with analogous institutions abroad; 8. National Linkage Programmes designed and implemented 9. at least 60% of enterprises surviving after 2 years of establishment 10. At least 2 employees in each newly</p>	<p>Interview records</p> <p>Specific d-base reports</p> <p>workshops report and attendance records</p> <p>attendance sheets and trainers' reports</p>	<p>Data collection and input (permanent during the project life)</p> <p>placement analysis</p> <p>Field surveys</p> <p>Annually and quarterly progress report</p> <p>Mid term review and final evaluation reports</p>	<p>Output 2.1: ILO Output 2.2: ILO Output 2.3: UNIDO</p>	<p>Risks BTS will not change the youth enterprises promotion policy due to poor repayment performances</p> <p>Local institutions fail to participate in the coordination mechanism and to cooperate with the private sector.</p> <p>Assumptions Young people motivated and ready to accept the support provided by local institutions</p> <p>Trained</p>

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<p>established enterprises</p> <p>11. At least 60% of enterprises surviving after 2 years of establishment Ratio 2/4</p> <p>12. At least 2 employees in each newly established enterprises</p> <p>Baseline none</p> <p>Time frame: 2010-2011</p>				<p>people decide to start their own enterprise</p> <p>The establishment of an EU-Tunisia free trade area by the year 2010 will contribute to trade and business promotion.</p>
<p>OUTCOME 3/ Low skilled young men and women from El-Kef, Tunis and Gafsa have access to better employment and migration support services and decent job opportunities</p> <p>3.1 Training schemes and apprenticeship programmes for low skilled youth are developed to correspond to the labor market needs and local development opportunities in the three regions</p> <p>3.2 New youth-led SME creation support modules and youth-led enterprises launched in rural and urban areas of the three target regions</p> <p>3.3 Seasonal employment opportunities for low skilled youth from El Kef, Gafsa and are identified and promoted</p> <p>3.4 A circular migration mechanism targeting low skilled youth is developed and set-up for the three regions.</p>	<p>MDG Indicators</p> <p>Ratio (employment of low skilled and active young men in the target region/total low skilled young men in the target region)</p> <p>Ratio (employment of low skilled and active young women in the target region/total low skilled young women in the target region)</p> <p>Indicators</p> <p>3. at least 450 young per year low skilled approaching counseling services</p> <p>4. at least 30% of counseled low skilled young obtain decent job</p> <p>5. at least 1000 young involved in apprenticeships programmes</p> <p>6. at least 45 youth led enterprises launched yearly;</p> <p>7. at least 60% of youth led enterprises surviving after 2 years of establishment</p> <p>8. at least 2 employees in each newly established enterprises</p> <p>9. at least 1000 seasonal job found and used by low skilled youth</p>	<p>Specific d-base reports</p> <p>Workshops report and attendance records</p> <p>Attendance sheets and trainers' reports</p>	<p>Data collection and input (permanent during the project life)</p> <p>Placement analysis</p> <p>Field surveys</p> <p>Annually and quarterly progress report</p> <p>Mid term review and final evaluation reports</p>	<p>Output 3.1: ILO Output 3.2: ILO Output 3.3: FAO Output 3.4: IOM</p>	<p>Risks</p> <p>Local economy will not grow enough to absorb new entries in labor market</p> <p>Tunisian communities abroad do not contribute to local development initiatives that increase youth employment opportunities in the target regions.</p> <p>Assumptions</p> <p>Local agencies staff trained by the project are motivated to work in it and to apply the</p>

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
	<p>8. at least 180 young in the three regions are involved in the circular migration mechanism</p> <p>Baseline No data available on enterprises creation and survival in the target regions No previous experiences with apprenticeships</p> <p>Timeline: Output 3.1: 2009 Output 3.2 and 3.3: 2010-11 Output 3.4: 2009-11</p>				<p>training received</p> <p>Civil Servants' turn over will be under control</p>

8.2. Evaluation

The Joint Programme will be subject to a mid-term review and to a final evaluation to assess the project according to the 5 Development Assistance Committee (DAC) criteria (relevance, impact, efficiency, effectiveness and sustainability) of the intervention and to measure the results, on the basis of the indicators of achievement. Particular attention will be posed on the compliance of the project with the Paris declaration.

The mid-term review will be organized and financed by the MDG-F Secretariat and will include recommendations for the conclusion of the JP. In addition, activities carried out by the participating Agencies will be subject to internal and external audit in line with their respective financial rules and regulations.

The Final evaluation will be jointly financed by the 5 UN agencies. A team of evaluation experts will be contracted to perform an Outcome evaluation of the three JP Outcomes. There will not be individual UN agency evaluations, but rather, the Evaluation Team will conduct a global evaluation of the entire programme.

8.3. Annual reviews

The annual review of the joint programme will be done by national partners and participating Agencies. The project manager will produce an annual progress report based on the inputs from the different Agencies. Upon receipt of the consolidated report, the project manager will convene a steering committee meeting to review progress, monitor performance and plan the activities envisaged in the results framework. Based on the lessons learnt from the implementation, the Programme Management Committee will prepare a detailed work plan and revise the budget, which will be submitted to the Steering Committee for approval.

The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three parts:

1. AA Management Brief: The management brief consist of analysis of the certified financial report and the narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.
2. Narrative Joint Programme Progress Report: This report is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 31 March of each year.
3. Financial Progress Report: Each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The dead-line for this report is 31 April.

Quarterly updates will be made available to the donor.

8.4. Reporting

During the first month of the Programme an inception report will be prepared. It will include an updated workplan and guidelines for Programme implementation.

Semi annual reports will be prepared by each Agency together with their government counterparts according to the Implementation Guidelines developed at inception. The UNDP will consolidate such reports and submit them to the PSC. Quarterly updates will be made available to the donor.

At the end of each year a consolidated annual report will be prepared. In the fourth quarter no quarterly report will be prepared.

8.5. Communication:

The core team (CT) and the PM will jointly developed a communication strategy in coordination with key local stakeholders. The Ministry of Employment will make available their communications/press officer to assist with preparing official communications and in providing input on the communication s strategy This communication strategy will include information given to the press, to the beneficiaries of the Fund in Tunisia, all related publicity material, official notices, reports and publications, shall acknowledge the role of the Government of Spain, the UN Agencies, and any other relevant parties.

Individual agencies/government partners may prepare media releases related to their activities/outputs but will ensure that the Core Team and Programme Manager are informed and involved in the communication activities.

In principle and whenever possible, UN Agencies will promote donor visibility on information, project materials and at project sites, in accordance with their respective regulations, rules, policies and procedures. The MDG-F will be used for any activity funded by the MDG F.

8.6. Stakeholders' Involvement:

The issue of youth employment constitutes a major challenge in Tunisia therefore a multi-stakeholder approach that involves the development and implementation of the programme has been designed with a particular focus on the creation of active partnerships between the public and private sector and youth groups.

The participatory approach will be launched with a seminar organized by the Governor in each region, where all selected stakeholders present in the region will be invited to take part and where the UN Team will present the project objectives and activities. The seminar will be the platform for the establishment of a public private partnership which will be the basis for the implementation of project activities at local level.

In this regard the identification and selection of the members of the 3 regional Tasks force will be done jointly by the UN Team and the stakeholders. Matching of the profile of the members of Tasks Forces with the required skills, will be a critical step and a success for the operations of the project.

The members of the task force will be selected amongst the employees (in the case of public Institutions such as: API, Centre d'affaires, etc.), ent repreneurs members of private associations (such as JCE, JFCE, etc.) NGOs involved in youth operations (such as ...) and micro and SME finance Institutions. They will be trained on project methodologies and act

as project experts and at the same time liaison in the Governorates between the Institutions they represent and the beneficiaries.

This established framework will create a solid platform for 1) reaching out the youth unemployed and involve them in project activities 2) Involving the Institutions and upgrade their services in the field of youth employment 3) support the project sustainability

9. Legal Context or Basis of Relationship

Four out of the five agencies participating in this JP are resident in the country. ILO is the only non-resident agency.

The Food and Agriculture Organization of the United Nations operates in Tunisia since 1985. FAO and the Government of Tunisia signed agreement for the establishment of the FAO Sub regional Office in the country on August 3, 1996.

Tunisia is an ILO member since 1956; however ILO is not a resident agency in Tunisia. ILO established an office in Algeria in 1967 in the framework of a n Agreement with the Government of the Republic of Algeria signed on April 6th, 1967. This office covers also Tunisia.

The office of the International Organization for Migration (IOM) in Tunis has been established in March 2001 as a result of the Tunisian Republic's membership in IOM since June 1999 and the subsequent agreement (Accord de siège) signed between the Tunisian government (Ministry of Social Affairs, Solidarity and Tunisians Abroad) and IOM.

UNDP signed its most recent Standard Basic Agreement with the Tunisian Government in 1987 but has been present in Tunisia for over 40 years.

UNIDO Office was established with the Agreement between the Government of Tunisia and the Ministry of Industry in 1999.

This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Tunisia and the United Nations Development Programme, signed by the parties on April 25, 1987.

The ILO, IOM, UNIDO and FAO have signed, as participating Agencies, the Memorandum of Understanding regarding the Operational Aspects of the UN DP Spain Millennium Development Goals Achievement Fund (MDG -F) and, therefore, have agreed that the United Nations Development Programme (UNDP) serves as the Administrative Agent responsible for the administration of the MDG -F. Each Agency will carry out the Joint Programme activities in accordance with the regulations, rules, directives and procedures applicable to it. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts undertaken, in accordance with the provisions of such regulations, rules, directives and procedures. On the termination or expiration of this Agreement, the matter of ownership shall be determined in accordance with the regulations, rules, directives and procedures applicable to the participating

Agencies, including, where applicable, its basic agreement with the Government concerned.

10. Work plans and budgets

Here follows the table of Work Plan year 1 with budget corresponding to each activity and responsible agency.

JP Outcome 1: Youth and employment migration policies and programs better adapted to the labor market trends and the specific needs of unemployed university graduates and unemployed low skilled youth in the target regions (Tunis, El Kef, Gafsa).										
UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
JP Output 1.1: Regional strategies/action plans on youth employment and labor migration, with particular attention to the target groups, and the systems for the monitoring, evaluation and analysis of labor market dynamics are strengthened at the regional level.										
(of ILO) - At least 6 key indicators of the youth labor market, including informal employment and migration, regularly collected and analyzed - 3 Regional action plans on youth employment formulated	ILO	1.1.1 - Mapping of demand and labor supply needs and opportunities Update date bases. - Set up prospective and monitoring systems.					Ministry of Employment	MDG-F	S&C, Equipment and Transport : 4.000 Personnel: 5.500 Training: 7.500 Contracts: 10.500 Other direct costs 500	28.000
		1.1.4.a Design new methodologies and practices (pilot projects) of the regional generation and analysis of both qualitative and quantitative information on youth employment. 1.1.4 b Training sessions for the staff of the employment observatories in the new methodologies.					Ministry of Employment	MDG-F	S&C, Equipment and Transport: 300 Personnel: 3.800 Contracts: 1.900	6.000

<p>(of IOM)</p> <ul style="list-style-type: none"> - Avenues and at least 5 relevant partners for pilot the circular project identified. - A catalogue on job opportunities is designed - Network of stakeholders (local authorities) involved in migrations programmes established and information available, including information's on decentralized international cooperation programs. Identified of good and feasible options for a pilot project. 	IOM	<p>1.1.2 Identify Tunisian local authorities in the three targeted regions already cooperating with regions in European destination countries; identify local authorities and cooperation programs in destination regions.</p> <ul style="list-style-type: none"> - Identify destination regions receiving Tunisian migrant workers or hosting enterprises investing in Tunisia (off-shoring or supply chains) - Identify destination countries enterprises or job agencies interested to recruit Tunisian workers - Identify labor requirements as regards legal and administrative procedures for work and residence - Establish a network comprising enterprises, associations, chambers of commerce and temporary job agencies. Taking into account current decentralized international cooperation programs with EU countries. 					Ministry of Employment	MDG-F	<p>Personnel: 58.700 Contract: 6.000</p>	64.700
<p>(of UNDP)</p> <ul style="list-style-type: none"> - Network of stakeholders, local authorities' established - Analysis capacity developed in at least 10 civil servants from relevant sectors - Organizational and functional review of at least 3 observatories 	UNDP	<p>1.1.3. Organization of training and working sessions on designing regional action plan for youth employment with youth participation.</p>					Ministry of Employment	MDG-F	<p>S&C, Equipment and Transport: 1.500 Personnel: 5.500 Contracts: 8.000</p>	15.000
		<p>1.1.5 Assess the functional process on three selected sub regional employment promoting agencies (observatories, employment offices, agencies, etc) and elaborate with them a Functional Review Programme.</p>					Ministry of Employment	MDG-F	<p>S&C, Equipment and Transport: 5.500 Personnel: 13.050 Training: 5.000 Contracts: 13.450</p>	37.000

JP Output 1.2: Private-public sector partnerships for decent employment for youth established in each of the selected regions for the improved implication of private sector, NGOs, and youth groups in the implementation of the regional action plans.									
(of UNDP) - At least 9 private enterprises and associations participating in the project; - At least 6 local projects on youth employment financed through PPPs - At least 3 MoU between stakeholders signed; - Organized at least 6 public seminars and meetings involving stakeholders - At least 10 new outsourcing projects created	UNDP	1.2.1 Organization of dialogue sessions between stakeholders operating on employment and youth groups				Ministry of Employment	MDG-F	S&C, Equipment and Transport : 800 Personnel: 1.200 Contract: 4.000	6.000
		1.2.2 Organization of consultation meeting with regional stakeholders including youth, NGOs, trade unions and the private sector and preparation of coordination framework.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 300 Personnel : 1.200 Training: 4.500 Contracts: 3.000	9.000
		1.2.4 Conduct feasibility analysis and develop an action plan for some services identified as prior.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 13.000 Personnel: 13.000 Training: 9.500 Contracts: 7.500	43.000
(of ILO) - Data available on outsourcing opportunities - Vademecum on outsourcing designed: - Skills requirements in outsourcing projects identified and used to design labor market training	ILO	1.2.3.a Support implementation of government recommendations for public sector outsourcing. 1.2.3. b Produce an inventory of outsourcing opportunities and new professions needs in target regions.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 300 Personnel: 5.450 Training: 3.250	9.000
JP Outcome 2: University graduates have better access to decent job opportunities and engage in the creation of SMEs in the target regions (Tunis, El Kef, Gafsa).									
JP Output 2.1: Counselling services for youth in El Kef, Gafsa and Tunis are strengthened to provide better access to information on employment opportunities and services, labor rights and migration (Lead Agency: ILO)									
(of ILO) - 10-15 staff of relevant institutions trained in enterprise creation, development, business counseling and financing;	ILO	2.1.1 Review the quality of support and range of information provided by existing counseling services in the target regions (implementing pilot projects)				Regional Employment agencies (to be selected)	MDG-F	S&C, Equipment and Transport: 300 Personnel: 4.000 Contracts: 4.700	9.000

(of UNIDO) - At least 3 entrepreneurship windows created - At least 50 clients assisted per month;	UNIDO	2.1.2 Organization of trainings of trainers to be extended to selected staff of participating Institutions. The training includes specific modules on enterprise creation, development, business counseling and financing. Training on ICT UNIDO platform				Regional Employment agencies (to be selected)	MDG-F	S&C, Equipment and Transport: 1.400 Personnel: 2.800 Contracts: 1.350 Training: 1.450	7.000
		2.1.5. Identification of the Universities that will host the Information window and establishment of the platform web aided through the experimented UNIDO platform.				Regional Employment agencies (to be selected)	MDG-F	S&C, Equipment and Transport: 1.400 Personnel: 1.600 Contract: 3.000 Training: 3.000	9.000
(of IOM) - At least 60 seasonal workers trained and manual circular training developed - Up to 60 temporary/ seasonal workers screened, selected, trained and recruited by EU enterprises. - A circular migration training component established within the national employment services in the 3 regions. Up to 15 civil servants trained	IOM	2.1.3 Identify the Tunisian selected regions workers with required skills /competencies - Assess the skills of selected workers through professional tests - Elaborate a model of pre-departure assistance /training entailing: temporary recruitment contract/ pre-departure training, etc. - Identify and select Tunisian agencies that will deliver pre-departure assistance and training. - Training of trainers				Ministry of Employment	MDG-F	Personnel: 80.800 Training: 22.000	102.800
(of UNDP) - At least 9 private enterprises and association participating in the project; - At least 6 local projects on youth employment financed through PPPs	UNDP	2.1.4 Identification of potential regional private structures and definition of TOR for their establishment.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 1.500 Personnel: 4.950 Training: 19.550	26.000
JP Output 2.2: Vocational training programmes strengthened and developed targeting university graduates most affected by unemployment so they better match the regional priorities and labor market needs of Gafsa, El Kef and Tunis.									

(of ILO) - At least 30 unemployed university graduated trained coherently with labor market needs - at least 30% of trained young find job	ILO	2.2.1.a Review of the vocational training programmes available to university graduates in the pilot regions. 2.2.1.b Design pilot training to address mismatched skills (design pilot training)				Regional training centers	MDG-F	S&C, Equipment and Transport: 400 Personnel: 4.100 Training: 6.000 Contacts: 4.500	15.000
(of FAO) - At least 2 demand-driven training modules developed in agricultural/environmental sector - At least 15 trainers of the main regional agricultural training centres have enhanced their capacity in career counseling and guidance of young promoters - A platform for continuous follow up established for regional agricultural training centers	FAO	2.2.2. Assess regional emerging occupations and labor market needs in the agricultural and environmental sector (Study and surveys)				MARH (Direction Générale des Etudes et du Développement Agricole)	MDG-F	Personnel: 5.260 contract: 4.500	9.760
		2.2.3. Based on 2.2.2, give technical support to vocational agriculture training institutions for the design and for conducting 2 new training modules, including the establishment of an internships abroad programme				Regional agricultural training centres	MDG-F	Personnel : 2.800 contract: 15.000	17.800
		2.2.4 ToT on training, career counseling and gender based M&E of programmes, including the design and implementation of a platform for continuous follow up				Regional agricultural training centres	MDG-F	S&C, Equipment and Transport : 14.000 . Personnel: 23.070 Training: 16.000	53.070
(of UNIDO) - At least 10 teachers/trainers trained on curricula development - At least 5 training modules developed - At least 70 young trained in newly designed modules	UNIDO	2.2.5 Identification of innovative project ideas promoted by young graduates (i.e. Refurbishment of ICT equipment, renewable energies etc.) Design of tailored made training modules , in partnership with the private sector and web supported through the UNIDO Platform				Regional training centers	MDG-F	S&C, Equipment and Transport : 1.200 Personnel: 9.350 Training: 1.450	12.000
		2.2.6 Organization of training sessions for young graduated in enterprise creation including: soft skills, rules and regulations for establishing a small enterprise, investment opportunity identification, market survey, business plan preparation, project appraisal, accounting and managerial skills and tailored made sessions with successful young entrepreneurs in the pilot regions.				Regional training centers	MDG-F	S&C, Equipment and Transport: 1.400 Personnel: 1.800 Training: 12.000 Contracts: 2.800	18.000
JP Output 2.3: Mechanisms and programmes to support youth in creating and managing SMEs and micro enterprises are strengthened and piloted									

(of UNIDO) - At Least 15 agencies and institutions dealing with employment, migration and enterprise creation are interconnected in the country and linked with analogous institutions abroad; - At least 2 employees in each newly established enterprises - at least 6 training activities implemented; - at least 40 staff trained; - at least 70 young trained/yearly - at least 15 successful entrepreneurial activities promoted; - an international network framework created and supported by ITC platform - At Least 5 pilot projects of supply/demand matching designed and implemented	UNIDO	2.3.1 Organization of trainings of trainers in enterprise creation and enterprise upgrading and counseling. Identification of pilot projects and promotion to be submitted to local financial institutions.				Regional Incubators	MDG-F	S&C, Equipment and Transport: 1.400 Personnel: 3.500 Training: 5.000 Contracts: 8.100	18.000
		2.3.5 Establishment of a web-based, open source, youth-friendly communication platform that will serve as the central hub for all communication processes of the programme. Local youth groups (two in each region), selected on a competitive basis, will serve as multimedia hubs. At the same time, the hubs will develop into self-sustaining IT service providers, as well as training center for platform users.				Associations of Entrepreneurs	MDG-F	S&C, Equipment and Transport: 1.200 Personnel: 200 Training: 10.000 Contracts: 9.600	21.000
(of FAO) - 3 agricultural incubators (2 new ones and an existing one) strengthened to tailor the range of their business development services to the specific requirements of young promoters (technical assistance, equipment partially)	FAO	2.3.2.a Organization of workshop on both training and information on technological innovations in agriculture 2.3.2.b Elaboration of a program for the popularization of innovative methods in agriculture in the region				Regional agricultural Incubators	MDG-F	S&C, Equipment and Transport: 11.000 Personnel: 14.282	25282
(of UNDP) - At least 10 training sessions for informal workers - At least 10 SMEs converted to formal sector	UNDP	2.3.4 Identification of eligibility criteria and set up of management arrangements and financial procedures for PPP supports mechanism.				Business associations	MDG-F	S&C, Equipment and Transport: 1.500 Personnel: 11.500 Training: 7.000	20000

JP Outcome 3: Low skilled young men and women from EI-Kef, Tunis and Gafsa have access to better employment and migration support services and decent job opportunities.									
JP Output 3.1: Training schemes and apprenticeship programmes for low skilled youth are developed to correspond to the labor market needs and local development opportunities in the three regions									
(of ILO) - At least 300 apprenticeship positions agreed with private sector - 2. At least 5 vocational training programmes developed - At least 5 successful SMEs created	ILO	3.1.1 Design new apprenticeship and vocational training programs adapted to low skilled youth.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 4.200 Personnel: 10.800	15.000
		3.1.4 Conduct pilot trainings using new methodologies (i.e.: Success-Case Replication (SCR)) for the development of SMEs in new domains.				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 2.400 Personnel: 6.600 Training: 6.000	15.000
		3.1.5 Support the development of an integrated training and employment programme in partnership with local NGOs and local development planners to involve low skilled youth in community based local development initiatives				Regional development agencies	MDG-F	S&C, Equipment and Transport: 700 Personnel: 7.300 Training: 6.000 Contracts: 1.000	15.000
(of FAO) - An integrated apprenticeship programme, gender mainstreamed, targeting community based rural development initiatives established - At least three Rural young women centres in the target regions (at least 3) better equipped to develop adapted trainings/pilot projects in the agricultural and environmental sector	FAO	3.1.2 Assist regional agricultural institutions and NGO to develop an integrated apprenticeship programme, gender mainstreamed, targeting community based rural development initiatives by developing new targeted training courses and test it for the first year				MARH (regional level)	MDG-F	Personnel: 10.200 Contracts: 6.000	16200
		3.1.3 Give technical assistance and equipment for rural young women centers to develop adapted trainings/pilot projects in the agricultural and environmental sector				Centres for rural women (Agence Tunisienne de la Formation Professionnelle)	MDG-F	S&C, Equipment and Transport: 7.000	7000

JP Output 3.2: New youth-led SME creation support modules and youth-led enterprises launched in rural and urban areas of the three target regions									
(of ILO) - at least 15 youth led enterprises launched; - at least 60% of youth led enterprises surviving after 2 years of establishment - at least 2 employees in each newly established enterprises	ILO	3.2.1.a Study on potential youth-led-start-up business. 3.2.1.b Inventory of new sectors for enterprise practical orientations prepared				Enterprise support institutions	MDG-F	S&C, Equipment and Transport: 900 Personnel: 3.800 Contracts: 6.500 Other Direct costs 800	12.000
(of UNIDO) - inventory of new sectors for enterprise - at least 5 pilot projects implemented - at least 15 SMEs supported; - a least 5 of successful new enterprises created	UNIDO	3.2.2 Training sessions for youth associations in technical skills according to sector/market analysis and entrepreneurship training (training of trainers based on a peer to peer approach), including monitoring and evaluation and provision of future extension services and link with financial institutions				Ministry of Employment	MDG-F	S&C, Equipment and Transport: 9.950 Personnel: 9.050 Training: 5.000	24.000
		3.2.3 Provision of peer-to-peer advice, training, mentoring and support to Youth. Uploading of up-to-date information on the overall programme (training, opportunities, latest news); establishment of youth Employment database.				Ministry of Industry	MDG-F	S&C, Equipment and Transport: 17.400 Personnel: 3.600 Training: 2.700	23.700
(of FAO) - a ToT programme for MAD approach established, to be conducted starting on year 2	FAO	3.2.4 Conduct a ToT of 30 regional development institutions and local NGO staff in Market Analysis and Development (MAD) approaches				MARH (regional level)	MDG-F	Personnel: 9.050	9050

JP Output 3.3: Seasonal employment opportunities for low skilled youth from El Kef, Gafsa and are identified and promoted (lead agency: FAO)										
(of ILO) - an operational cooperation framework is created - 6 Roundtables in target regions	ILO	3.3.1 Support networking and coordination between the private sector and employment agencies to facilitate the recruitment of low skilled labor for seasonal employment within Tunisia and awareness campaign on available options for seasonal employment along the year and training opportunities (Awareness will be raised on issues of social security; the importance of occupational safety and health in the workplace; and improved action to ensure compliance with laws concerning working conditions will be included)					Ministry of employment	MDG-F	S&C, Equipment and Transport: 300 Personnel: 4.000 Contracts: 1.700	6.000
(of FAO) - At least 300 seasonal job found and used by low skilled youth - A pre-training for seasonal employment of low skilled young men and women identified (through assessment and workshops) in order to be develop and implemented in year 2 and three	FAO	3.3.2 Support local authorities to assess the current potentials, existing information mechanisms and skill requirements for seasonal employment within Tunisia, particularly in agricultural sectors (Study and regional surveys) adopting also web based solutions (UNIDO platform)					MARH (Direction Générale des Etudes et du Développement Agricole)	MDG-F	Personnel: 3.430 Contract: 4.500	7.930
		3.3.3 Based on results of 3.3.2, support the development of pre-training for seasonal employment of low skilled young men and women from Tunis, El-Kef and Gafsa, design a pre-training programme and pilot it for the first year.					Regional agricultural training centres	MDG-F	Personnel: 4.060 Contracts: 3.000	7.060
JP Output 3.4 : A circular migration mechanism targeting low skilled youth is developed and set-up for the three regions										
(of IOM) - Skill and development of training components set up in 2 target EU countries. And up to 10 recruited Tunisians and received skills development training, such as start up of SME. - A portfolio of documents available for use of public administration and IOM by the end of year one	IOM	3.4.1 Identify seasonal /temporary workers interested to develop a process of remittances investments or SME creation in their origin regions. - Conduct screening of seasonal/temporary workers - Training sessions for workers					Ministry of Employment	MDG-F	Personnel: 3.140 Training: 22.000	25.140
		3.4.3 Make an inventory of best practices and similar projects in the sector - Training program/study tour for Tunisian relevant officials - Seminar for promotion of best practices and share/dissemination of relevant information					Ministry of Employment	MDG-F	S&C, Equipment and Transport: 2.500 Personnel: 4.500 Contracts: 7.000	14.000

2009 Annual Workplan by Budget Category by UN Agency

	FAO	ILO	IOM	UNDP	UNIDO	Total
1.1 Supplies, commodities, equipment and transport	32 000	13 800	2 500	24 100	35 350	107 750
1.2 Personnel (staff, consultants, travel and training)	72 152	55 350	147 140	123 746	31 900	430 288
1.3 Training of counterparts	16 000	28 750	44 000	45 550	40 600	174 900
1.4 Contracts	33 000	30 800	13 000	35 950	24 850	137 600
1.5 Other Direct Costs	-	1 300	-	-	-	1 300
						-
Total Direct Costs	153 152	130 000	206 640	229 346	132 700	851 838
						-
2.0 UN Agency Indirect Cost (7%)	10 721	9 100	14 465	16 054	9 289	59 629
						-
Grand Total	163 873	139 100	221 105	245 400	141 989	911 467

Signature of AWP for Year 1 - 2009

UN organizations	National Coordinating Authorities
Mr. Jean Michel Delmotte UN Resident Coordinator a.i in Tunisia Date	<p data-bbox="1384 467 1554 491">Mr. Slim Tlatli</p> <p data-bbox="1413 555 1525 579">Signature</p> <p data-bbox="1111 671 1827 695">Minister of Employment and Professional Insertion of Youth</p>
Mr. Omar Aitamer Meziane FAO Sub Regional Office for N Africa Date	
Mrs. Maria Crisetti ILO - Tunisia Date	
Mr. Marc Petzoldt IOM Tunisia Date	
Ms Rossana Dudziak UNDP Tunisia Date	
Mrs. Monica Carco ONUDI Tunisia Date	