

Passport To Earning (P2E)

Starter Kit



PASSPORT
TO EARNING



About this document

P2E Starter Kit for implementation in new countries



This Starter Kit has been designed as a guide to Country Offices to support the end-to-end process of rolling out Passport to Earning in a country.

Co-created by Accenture and UNICEF, this document stems from a joint desire to make the deployment of the P2E platform and the surrounding programmatic approach more efficient and effective.

The playbook outlines the overview of P2E, the benefits, recommendations for implementation, best practices, glossary and a repository of templates

*This document will be maintained as a **live** document.*

Version History

Version	Last Updated on	Comments
0.1	2024-07-11	Final version handed over to UNICEF

Make document updates as follows:

	Global Updates	Localized Updates
What are they	Changes that affect everyone using the document	Country-specific adjustments that only apply to a particular CO (as per the local context or landscape)
Who makes them	Made centrally by the HQ team responsible for maintaining the main document	Made by COs
Where are they made	Edits are made directly in the live document	COs will maintain their localized updates in a separate document maintained locally. COs to inform the HQ team about the updates, HQ to then make the decision to make a global update if necessary.

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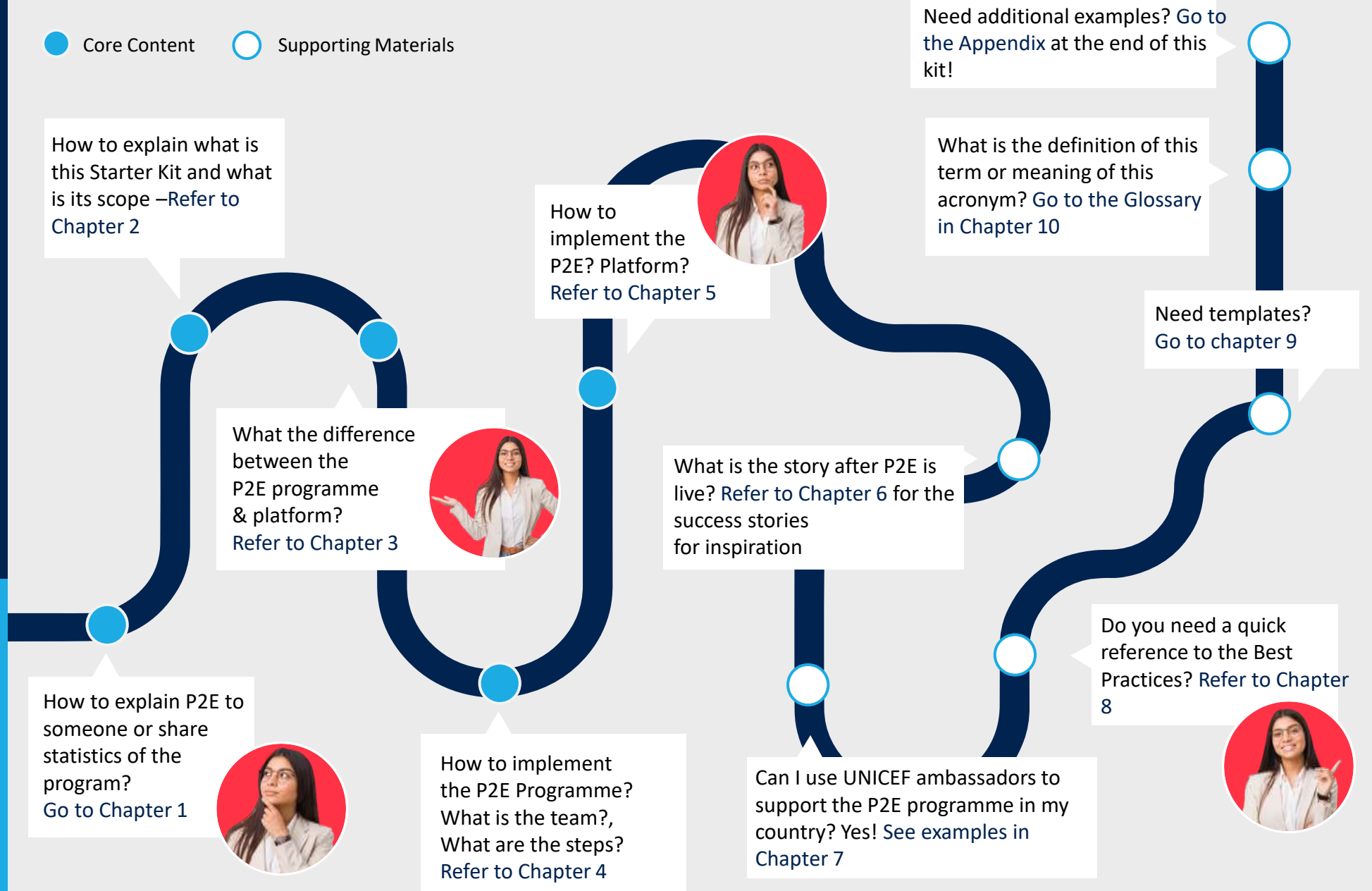
● Core Content ○ Supporting Materials



Country Offices

You are implementing P2E in your country. For the entire implementation journey, this kit can be a very useful resource. Not only can you follow it along the implementation journey but also refer to specific chapters whenever you need help or use templates and best practices added in this kit.

You are informed that you will be implementing P2E. You get access to the Starter Kit. Use the Table of Contents to easily move across chapters, these are hyperlinked chapters. You can **move back & forth across chapters** and use the kit for many different scenarios, such as:





01

Core Content

P2E: Introduction



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P2E: Overview

Launched in 2021 with Accenture, Dubai Cares and Microsoft, Passport to Earning (P2E) provides free, in-demand, certifiable skills to young people (15-24), which will better position them to access advanced skilling and earning opportunities.

The Problem We're Solving

- The lack of market-relevant skills continues to impede young people from successfully accessing jobs, start businesses, or pursue training. Skills gaps are highest in Africa, South Asia, the Middle East, and Latin America. ([Source](#))
- Despite variations in skilling in terms of country, region, locale and lived realities of young people, the main issues in skilling young people pertain to:
 - Identifying what skills are needed to build pathways to earning opportunities
 - Improving young people's access to specific skills
 - Standardizing ways to verify skills young people acquire to build trust among employers that they have the skills required

How We Solve the Problem



Tech: Utilize a low-bandwidth platform tailored to local needs



Partnerships: Leverage partnerships with government, private sector & youth to reach scale and unlock opportunities



Content: Provide content co-curated with employers and youth



Youth: Engage youth to advise design, mobilize peers, and drive implementation



Agile: Regularly learn and adapt programme implementation

P2E Programme (1/2)

Passport to Earning prepares young people for employment and advanced training by providing free, in-demand, certified skilling to youth (15-24) at scale



Assumptions

Online learning is effective: Skilling through digital platforms enables learning at scale.

Online learning supports work readiness: Digital skilling interventions improve young people's work readiness.

Certification supports youth's transition to earning: A certificate demonstrates that skills were acquired and enhances the youth's employability.

Public-private-youth partnerships strengthen programming: PPYPs unlock access to locally relevant content, support contextualization, and mobilize youth populations.

Norms: Families and communities will support youth in pursuing skilling when young people, especially young women, demonstrate positive changes after skilling.



Inputs

Situational analysis: Youth skilling needs, stakeholder mapping, and labor market opportunities/needs are determined.

Implementation strategy: An implementation strategy is defined and executed.

Digital access: Youth have access to the internet and devices to complete courses.

Content: A content strategy is developed, and locally relevant courses are accessible.

Certificates: A completion certificate is made available.

Youth engaged: Youth partners provide inputs to support the design. And roll-out of P2E.



Activities

Platform: Tailored platforms are deployed.

Youth mobilization: Young people are made aware of the platform and are encouraged to complete skilling.

Training partners: Partners responsible for encouraging course completion are engaged and equipped to drive completions.

Training: Online, blended, and offline training are conducted using the P2E platform.

Partnerships: Partners are engaged for content, youth mobilization, skills delivery, and transition to earning opportunities.

Communications and awareness: Campaigns generate community support for youth skilling via P2E, especially for young women.

P2E Programme (2/2)

Passport to Earning prepares young people for employment and advanced training by providing free, in-demand, certified skilling to youth (15-24) at scale



Assumptions

Course completion: Young people complete skilling courses on the P2E platform.

Accreditation: P2E content is accredited at the global or country level(s).

Sustainable skilling: Skilling actors (government, CSOs/NGOs, private sector) are equipped to continue P2E-enabled skilling through systems.

Support services: Partners delivering skilling services, employment opportunities, or social impact-related activities to offer these opportunities to P2E participants.

Services include career guidance, mentorship, job placement, interview coaching, seed funding/bootcamps, among others.



Inputs

Youth certified: Employers, education/training providers, and young people recognize and value the P2E certificate from the platform.

Youth have increased employability: Young people possess certifiable 21st century and in-demand skills, attitudes and work exposure.

Transitions to learning and earning: After completing P2E courses young people pursue pathways into further learning or earning.

Pathways include re-entry into education/TVET/higher-level skills development; internships; apprenticeships; jobs; self-employment; entrepreneurship



Activities

By 2030, fewer young people, particularly young women, from low- and middle-income countries are not in employment, education, or training.

Ambition and Results to Date

Activating first in India in October 2022, P2E set out on a mission to equip 10 million young people with free, in-demand, certifiable skills by 2025. As of May 2024, about 4m young people are enrolled in P2E platforms, with more than 2.3m of them completing courses and receiving certificates in digital, financial, and employability skills.

- Global investments have totaled \$12.9m. An additional \$1.4m have been raised from national partners in India. In total, investments amount to \$14.3m.
- The average completion rate – i.e., the number of users who complete at least one course over the total number of users – is 67%. Studies about MOOCs and e-learning platforms reveal the average completion rate for learners range from 10 to 25% (Sources: [\[1\]](#) [\[2\]](#) [\[3\]](#)).
- At least 1m girls and young women have been skilled through P2E, particularly from Bangladesh, Brazil, India, Nigeria, and Rwanda.
- In May 2024, 200 young women in Bangladesh were placed in jobs after completing courses on P2E. Anecdotal evidence from India show that skills acquired from P2E have helped girls gain support from families to continue their skilling, apply for jobs and university, and help family businesses.
- Global partners include founding partners, Accenture, Dubai Cares and Microsoft; contributing partners such as Capgemini, FCDO, Iberdola, Silatech, Standard Chartered, and Unilever.

Results To Date

4m

Youth enrolled in online, hybrid and offline P2E skilling across all countries

2m+

Youth completed courses (10+ hrs) and received certificates on digital skills, financial literacy and employability skills

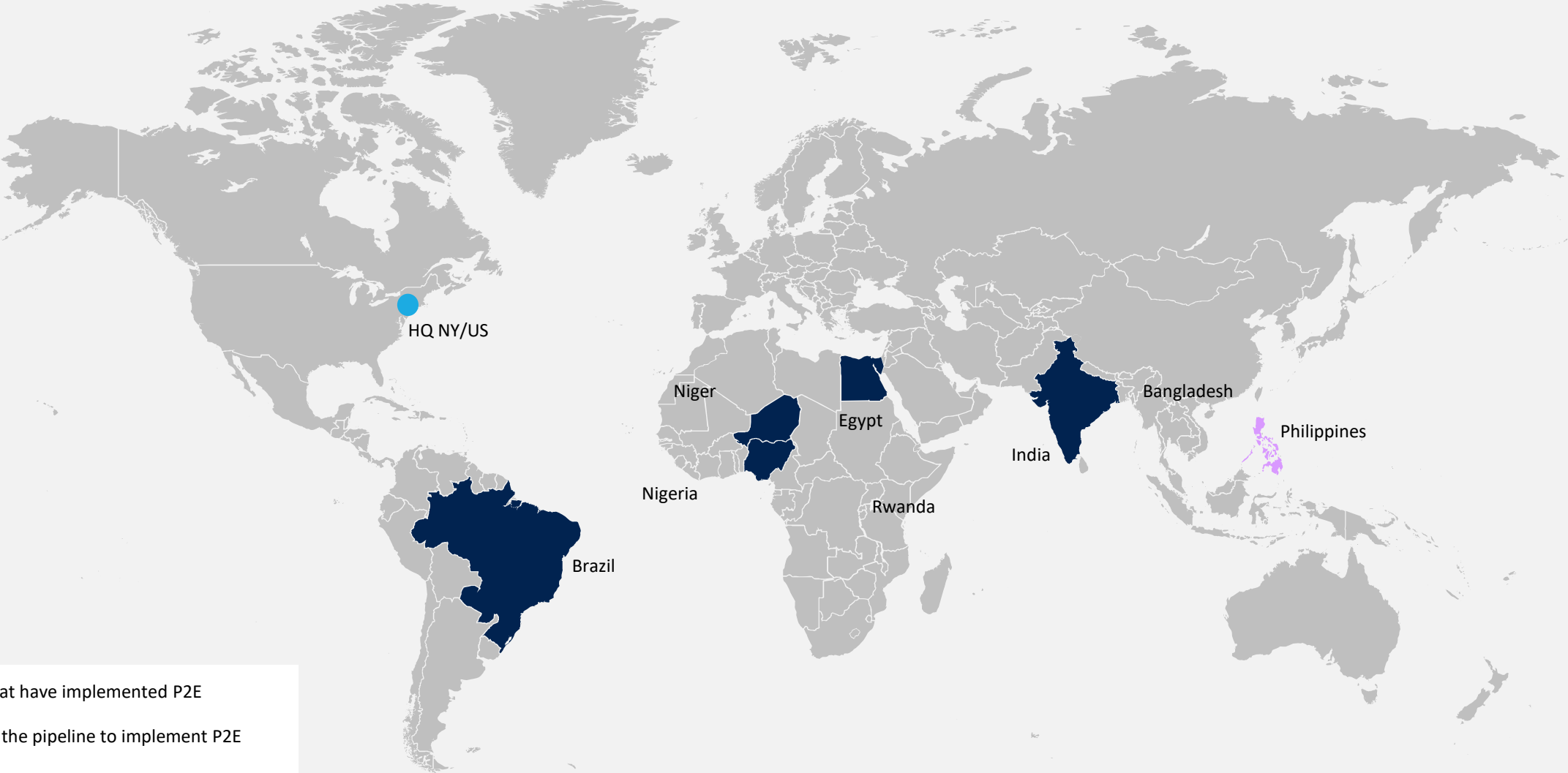
1m+

Adolescent girls and young women skilled and supported to access further training and jobs



Live in 7 countries: Bangladesh, Brazil, Egypt, India, Niger, Nigeria, and Rwanda

P2E Platform and Programme: Presence



- Countries that have implemented P2E
- Countries in the pipeline to implement P2E
- UNICEF HQ

P2E: Vision and Strategy



Problem being addressed

- Address gaps in 21st century skilling requirements.
- Bringing 21st century skilling courses under one roof (curation and aggregation).



Vision

By 2030, P2E will skill 20 million young people through P2E and better position them at least 1 million of them to access advanced skilling and earning opportunities.



Channel

State Governments NGOs & CSOs
Own Media : Website
Earned Media: Outreach, event, editorial
Shared media through partner networks.



Target Segment

Young people 15-24, (potentially to also include ages 13- 29) countries determine priority groups, which includes adolescent girls and young women, young people with disabilities, and rural youth.



Goal

- Reach 5 million young people and provide them with 21st century skills at scale by end 2024.



Impact

Youth equipped with job-relevant skills and enable them to access decent work and contribute to social impact.



Objectives

- Multi-year partnerships to build capacity and capabilities of government to deliver sustainable skilling and connect youth (15-24) to employment in partnership with nonprofits.
- Develop blended-learning strategies to scale access to skilling.
- Increase access to employability services and introduce alternative employment opportunities.
- Deepen the strategic partnership with Governments.



02

Core Content

P2E Starter Kit Overview



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P2E Starter Kit Overview



Purpose

To enable a unified and effective deployment approach for future countries that choose to implement P2E. This P2E Starter Kit has been created to provide guidance to country offices on:

1. What P2E is (both the P2E Platform and programme)
2. What it takes to implement P2E in an efficient way

This kit will serve as a global, standard guide to support country office in successful implementation for future countries implementing P2E.



Outline

1. Overview of P2E : Features and Benefits of P2E (Platform and programme)
2. P2E programme Implementation Roadmap: Recommended activities for implementing the P2E programme in a country
3. P2E Platform Implementation Roadmap: Recommended activities for rolling out the P2E platform
4. Best practices
5. Templates
6. Glossary



Outcomes

- The Starter Kit will make the deployment of the P2E platform and the surrounding programmatic approach more efficient and effective
- A Starter Kit will be a key contributing factor in reaching P2E's ambition to expand to more than 10 countries (Jordan, Niger and Philippines in the pipeline) by end of 2025.



Out of scope

- Selection of a country office to deploy P2E
- Technical design/update of the Microsoft LMS platform





03

Core Content

P2E Programme and Platform Basics



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P2E Platform is a crucial component integrated into the P2E Programme



Focus on marginalized youth

- Targeted outreach to engage marginalized youth in e.g., underserved communities, or low bandwidth areas.



Strong local partnerships

- Collaboration with local organizations & businesses to create employment opportunities.
- Strong partnerships with e.g., teacher, trainer, programme facilitator).



Youth engagement

- Strong engagement for the youth and mentorship, internship, apprenticeship and employment opportunities.



Learning Infrastructure

- Right infrastructure for learning made available to the youth via partners and addresses issues such as low bandwidth.



Agile Programme

- Use of an agile approach to regularly adapt and course correct the programme implementation.



P2E platform is a crucial part of the overall P2E programme. The programme also offers countries the flexibility to customize the content on the platform as per local needs.



Digital skilling

- In-person courses, workshops, events etc., to bridge digital divide.
- Digital skilling interventions improve young people's work readiness.



Country-specific content

- Content selected based on local landscape and youth interest/ needs.



Flexible learning

- User independently enrolls in various skilling courses.
- User accesses the platform and can progress at their own pace.



Certification

- Upon completing all lessons and/or meeting the minimum grade requirement, the system automatically generates a course-specific certificate for the user.



Platform

How P2E works

The user journey for a young person begins when they learn about P2E. The culmination of this journey is what they do with the P2E certificate after completing courses (skilling to potentially earning).



User finds out about P2E

Promoted or nudged by:

- Peers
- Parents, teachers, trainers, community facilitators
- Social media
- Offline promotions



User accesses the platform

Through the web browser and/or mobile app using:

- Own devices
- Borrowed devices
- Devices in a facility
- Web browser
- Mobile app



User enrolls and takes course(s)

Selected by user based on their interest/needs

OR

Enrolled by someone else (e.g., teacher, trainer, programme facilitator)
Online or blended learning



User receives a certificate

Automatically generated specifically for the course by the system after completing all lessons and/or meeting the minimum grade requirement



User pursues opportunities after P2E

Using the P2E certificate as:

- Required document to qualify for other programmes/initiatives
- Supplementary job opportunities

Note: Users will likely move across these steps frequently as they build additional skills to boost employability

P2E Programme: Features

The following features and components are common to P2E programmes; however, the design of these programmes in-country are flexible to allow for greater localization to the context.



Flexible learning

P2E is a digital flexible learning to earning programme to bridge the learning to earning gap.



Help marginalized youth

P2E aims to leverage UNICEF's scale to maximize impact on young people with a focus on the most marginalized, underserved and unemployed youth.



Upskill women

P2E programme also aims to promote equality of choice and opportunity for young women in their learning, skilling, and livelihood journey.



Sustainable skilling

P2E programme enables governments, NGOs, and the Private Sector to provide long-term sustainable solutions to skilling and employment in countries where P2E is implemented.



P2E: Examples of Country Programme Models

	Bangladesh	Brazil	India	Nigeria	Rwanda
Platform Activation	Q3 2023	Q3 2023	Q4 2022	N/A (using existing MCT)	Q2 2024
Target	30k (2024)	300k (2025)	3.5m (2024)	30k (2024)	50k (2024)
Youth	NEETs, adolescent girls and young women, youth with disabilities	Adolescents and youth in vulnerable situations	Adolescent girls and young women; young people (jobseekers, interested in entrepreneurship, students)	Adolescents and young people (in and out of school)	Adolescents and young people, focusing on the most disadvantaged (at least 50 % young women)
Programme Elements					
Platform	<ul style="list-style-type: none"> Language(s): English, Bangla App: PwA # of instances: 1 Linked platforms: 0 	<ul style="list-style-type: none"> Language(s): Portuguese, English App: -- # of instances: 1 Linked platforms: 1 	<ul style="list-style-type: none"> Language(s): English, Hindi App: Native, PwA # of instances: 10 Linked platforms: 0 	<ul style="list-style-type: none"> Language(s): English, Afrikaans, Arabic, French App: PwA, Native # of instances: 1 Linked platforms: 1 	<ul style="list-style-type: none"> Language(s): English App: Native # of instances: 1 Linked platforms: 0
Content	Employability skills, entrepreneurship, job-specific skills	Digital skills, creative skills, green skills	Digital skills, financial literacy, and entrepreneurship	Digital skills	Communication skills, digital skills, entrepreneurship skills, leadership skills, business courses, climate change, professional soft skills
Skilling	Delivered through programmes run by youth and CSO partners	Delivered through municipalities and 1MiO	Delivered in schools, training centers, CSCs	Delivered in schools and community centers	Delivered through youth centers, schools, partner programmes, individual promotions
Opportunity	P2E certificate as a requirement for opportunities; forthcoming integration with a job platform	Access to 1MiO platform, for employment and apprenticeship	P2E certificate as requirement for support, placements, and entrepreneurship bootcamps	P2E courses cross-posted on Yoma	A career hub on their landing page that offers links to youth competitions, jobs and internships
Youth Engagement	Peer-to-peer through youth and CSOs	Promoted by 1MiO to users	Promoted by partners	Peer-to-peer using G4G groups	P2E youth ambassadors

P2E Platform: Features



Ease of Accessibility

The P2E Platform can be accessed through any browser or through mobile apps.



Low/Minimal Bandwidth

Highly collaborative approach where we will partner with SSAB project team in a “2 in a box” model to iteratively shape and drive your transformation.



Localized Curriculum

P2E offers a global repository, which is complemented by localized content to cater to local contexts & connectivity settings (and can be purely online, blended, or offline).



Platform Integrations

P2E can be easily integrated with existing platforms and therefore leverage from existing technical ecosystems.



Languages

P2E allows use of multi-language, personalized instances per country, thereby making it easier to localize content as per needs of the youth.



Certifications

It offers certification from UNICEF that is recognized by the global and local private sector partners.



Data Tracking

MCT platform enables data tracking, capturing to determine the number of registered users, registration and completion of courses by users.



04

Core Content

P2E Programme: Implementation Roadmap



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P2E Programme Implementation Roadmap: Country Office

Here are the key P2E programme implementation roadmap steps which you can follow iteratively.

		Planning Phase		Preparation Phase				Implementation Phase		Sustainability Phase*	
		1 Programme Design	2 Resource Mobilization	3 Team Mobilization	4 Landscape Analysis	5 Platform Set-up	6 Onboarding partners	7 Roll-out / Delivery	8 KPI Monitoring	9 Replication & Scale	10 System Strengthening
P2E programme Implementation	Purpose	To create a local strategy and secure the right funding	To identify the key local partners (including leveraging existing ecosystems) and estimate resources and funding	To set up the necessary resources to successfully deploy and manage the programme	To assess trends, existing resources, stakeholders, and market dynamics to effectively connect youth to earning and learning opportunities	To establish the technical and operational foundation necessary for the platform's functionality and success.	To confirm partners and onboard them to process for roll-out	Confirm with HQ, Partners and Stakeholders on roll-out / delivery	To establish a KPI tracking and monitoring approach to measure effectiveness	To manage and sustain the programme and scale it in the future	To continuously learn from the ongoing implementation and iteratively course correct to make the process more robust
	Decision Gate	Plan the strategy and funding for the implementation and staffing	Confirmed partners for delivering the programme and for providing earning opportunities	Minimum viable team setup	Key stakeholders identified and onboarded	Local content needs confirmed and communicated to the global content lead	Align with partners on the roll-out process and what is expected from them	Confirm that programme is ready to be rolled out	Alignment on KPIs to be tracked and monitored at a country level	Secure funding and necessary partnerships for scaling	Analyze feedback and document improvements made
	Key Responsible	UNICEF HQ and Country Office	Country Office	Country Office	Country Office	Global Content Lead and Country Office	Country Office	UNICEF HQ and Country Office	UNICEF HQ and Country Office	Country Office	Country Office and UNICEF HQ

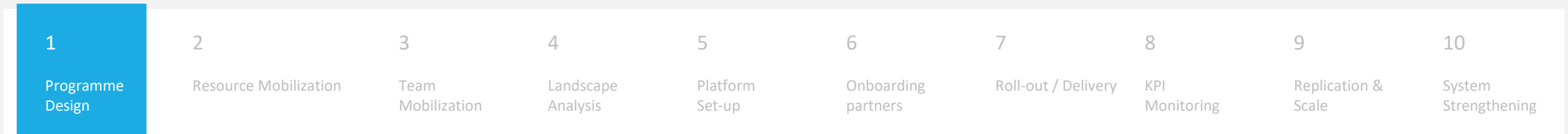
*Out of scope for Starter Kit

Best Practice: It is important to keep the partners, stakeholders and the youth engaged and informed throughout these steps and existing channels of communication can be utilized as well as other channels identified in the local strategy.

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- UNICEF HQ
- Country Office
- Funding partners from existing ecosystem
- Government agencies

Key Activities

- Defining the local strategy, plan and timeline for go-live
- Aligning on the scope
- Identifying the localization needs
- Securing funding needed for go-live and

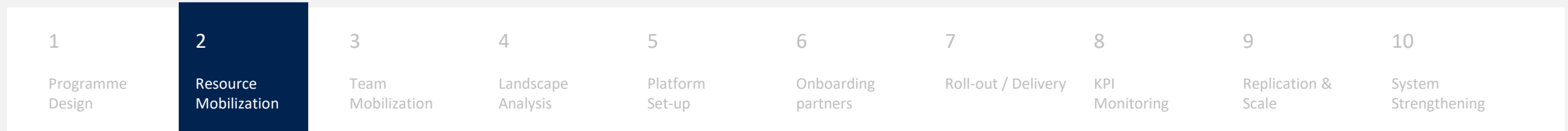
Key Deliverables

- Local strategy
- Go-live plan (with timeline)
- Funding plan – allocation of budget and resources

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- Funding partners from existing ecosystem
- Government agencies

Key Activities

- Defining the local strategy, plan the timeline for go-live
- Aligning on the scope
- Identifying the localization needs
- Planning for the minimum viable product
- Engaging with the youth and the private sector to identify local needs and context
- Securing funding needed for go-live and hypercare
- Preparing for scale

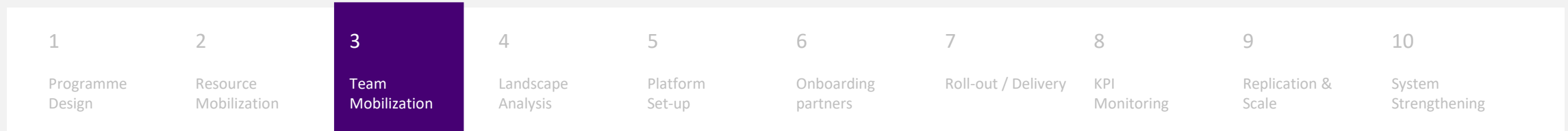
Key Deliverables

- Local strategy and scope
- Go-live plan (with timeline)
- Funding plan – allocation of budget and resources

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- Partners from existing ecosystem and new partners (if identified)
- Government agencies

Key Activities

- Defining the minimum viable team for a successful roll-out
- Defining the team governance
- Identifying the support/points of contacts

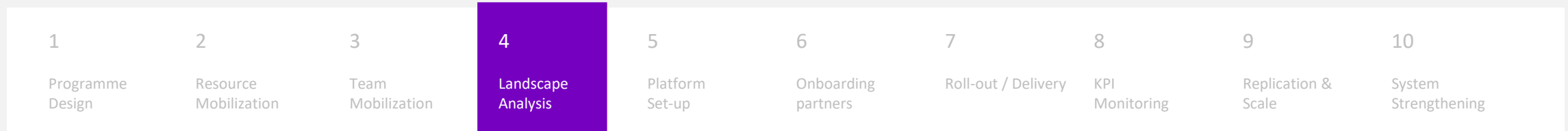
Key Deliverables

- P2E programme team

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- UNICEF HQ

Key Activities

- Identify the local needs
- Identify the local ecosystem

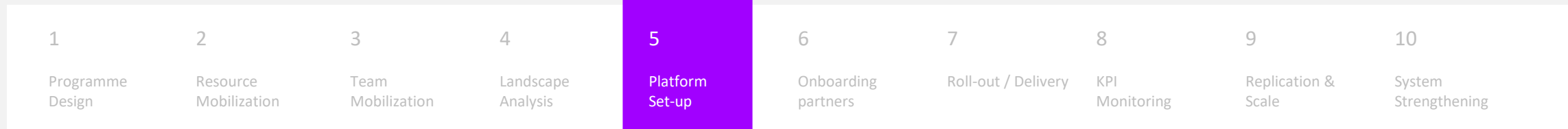
Key Deliverables

- Analysis of local needs and context

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- UNICEF HQ
- LP and Microsoft team

Key Activities

- Identify the content needed
- Localize the content if needed
- Identify the key KPIs
- Complete the necessary steps for platform deployment (refer to the platform section of this kit for pre-requisites and other details)
- Plan the platform roll-out timeline
- Identify the points of contacts in case of technical issues

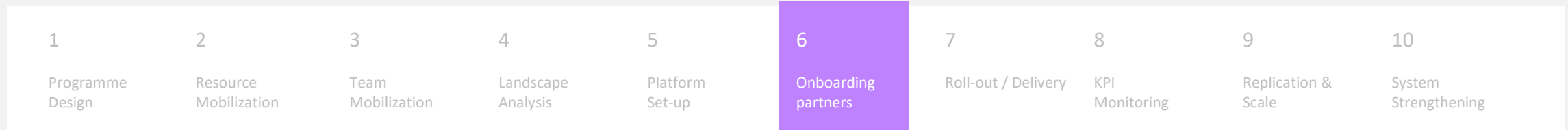
Key Deliverables

- Content strategy
- Content/Platform KPIs identified
- Roll-out plan with timelines
- Troubleshooting guidelines

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office

Key Activities

- Identify and onboard key partners

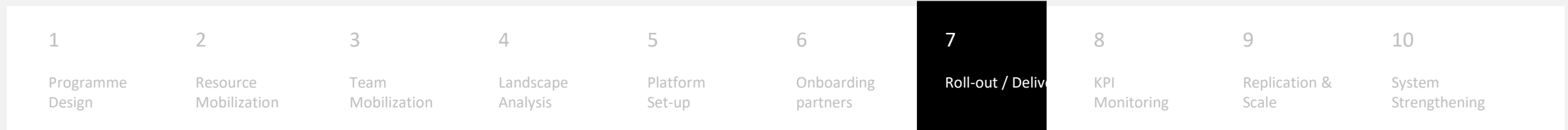
Key Deliverables

- Partner onboarding

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- UNICEF HQ
- LP team

Key Activities

- Readiness check
- Approval from HQ
- Platform go-live

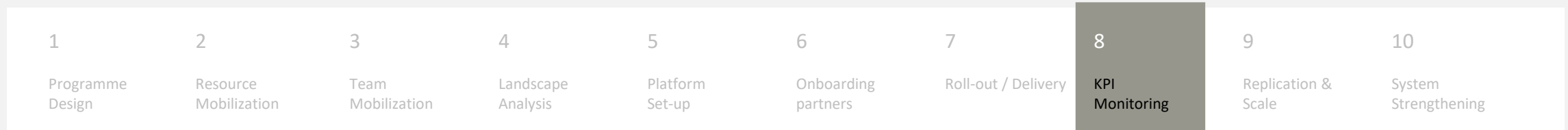
Key Deliverables

- Platform go-live communications

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.

P2E Programme Implementation



Key Responsible & Participants

- Country Office
- UNICEF HQ

Key Activities

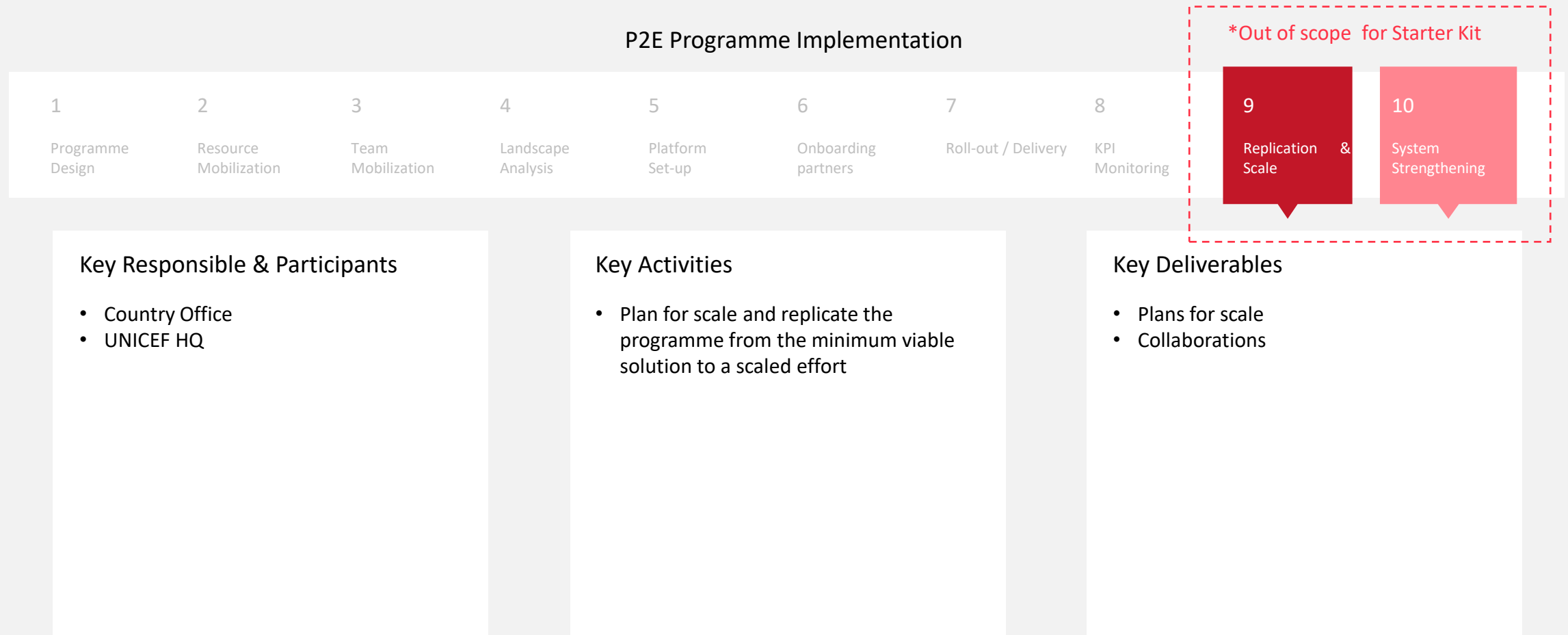
- Track and monitor KPIs
- Reporting on the 4 key KPIs (Course completion, relevance, flagship offerings and strategic partnerships)
- Course correct/ mitigate as per the KPI reports

Key Deliverables

- Dashboard reporting

P2E Programme Implementation Roadmap: Activities & Deliverables

Before we discuss each step in detail, here are the key activities and deliverables for each of the P2E programme implementation roadmap steps.



Programme Design: Setting the Local Strategy

Before rolling out P2E in a country, it is critical to set the local strategy. This will enable the country office to analyze the local needs and localize the programme to suit the needs of youth and the private sector.

Recommended Steps

Align the country priorities with the global strategy

- Evaluate the country priorities and P2E local strategy are aligned to the global strategy
- Create a guideline for managing changes at the local level.

Assess local ecosystems

- Evaluate local ecosystems to frame the strategy to best suit the existing landscape
- Evaluate how P2E can add value to the existing ecosystems and partnerships.

Evaluate funding

- Evaluate the available funding
- Identify if additional funding is needed and what could be the local sources to raise it
- Clearly define how to utilize the funding and spends for the implementation.

Define the communication need

- Assess the types, channels, audience & frequency of communication needed
- Align with the global communication team.

Define the local strategy

- Define the vision, strategy and the expected results (KPIs) for the country
- Ensure alignment with country priorities.

Understand local needs & landscape

- Identify and understand the end audience, both the youth and the private sector. E.g., identifying what skills are needed to build pathways to earning opportunities. Conduct listening sessions, surveys and interviews, and analyze demographic trends, economic activities, and local resources for a comprehensive view of community needs and landscape.

Identify local partners

- Identify potential local partners, local governments and private sector partners
- Identify and assess locally available platforms and collaboration opportunities.

Define the content strategy and scope

- Define the content scope – types of courses that will be made available as per local skilling and hiring needs & basis the outcomes of the listening sessions
- Leverage the global content library
- Evaluate the effort needed for translation and localization.

Align on KPIs

- Understand what should be achieved -Reach vs Impact
- Define relevant KPIs (metrics) aligned with the objectives
- Leverage available P2E LMS metrics (P2E dashboard tracks course registrations and completions).

Examples

- Bangladesh strategy was to assess local ecosystems which helped them identify a local partner Shombov. It also helped them secure additional funding under the girl's education and skills partnership programme.
- India's strategy was to focus on course completion and target maximum completions.



1

Programme Design: Setting the Local Strategy

Typically a local strategy should aim to answer these key questions and identify these outputs using a 3-stage approach.

1

Plan for a Minimum Viable Product (MVP)

- Define a working strategy with clear goals and action items
- The MVP need not include all functionality or content of the P2E platform (have a minimum content package)
- It will include all functionality required to assess our key questions however, including:
 - Successfully rolling out the platform
 - Registering youth
 - Enabling youth to completing learning modules
 - Partnering and communicating with private sector for earning opportunities
 - Setting up a minimum content package

Output
MVP



2

Engage with the Youth and the Private Sector

- Engage the end audience –both the youth and the private sector, using a variety of methods including listening sessions, surveys, interviews and more

Output
User Inputs & feedback



3

Prepare for Scale

- Start with an MVP first and continually iterate with learnings on the ground as well as from other countries implementing P2E
- Utilize findings to assess and determine suitability for scale
- Draft plan for scaling P2E, including deliverables and indicative timeline

Output
P2E Scaling plan and indicative timeline



2

Resource Mobilization: Funding

While defining the strategy, it is critical to analyze how initial funding provided by the HQ will be utilized and if additional, local funding is needed and can be raised.



Global Funding

- Currently, each country that implements P2E receives funding from the UNICEF HQ.



Local Funding

- If there is a need for additional funding, then country offices need to investigate local opportunities for funding by looking at existing partnerships.
- Examples include strategic grants, employee engagement, fundraising, cause-related marketing or contributions in kind.



Funding Utilization

- Focus on hiring the right team (Refer to the minimum viable team recommendation in this kit).
- Plan how funds will be spent to engage the youth.



Best Practices

- Focus on utilizing the funds for maximum impact with minimum spend.
- Leverage existing channels and resources.

GenU measures results for funding for the following 4 impact areas:

1 Digital Connectivity

2 Skilling & Employment

3 Entrepreneurship

4 Social Impact

Examples

- Bangladesh raised local funding from existing partners to hire the content strategist/lead
- India has defined a fixed funding spend for each course completion
- Rwanda utilized existing Youth Ambassadors to promote the programme on social media

2

Resource Mobilization: P2E Funding and Allocation

The funding process follows a few steps that include the selection of a country, allocation of funds, tracking the utilization of funds and measuring impact.



How countries are selected

Ecosystem

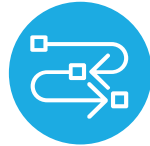
An existing ecosystem that will enable cooperation & ensure success

Country Needs

A match between needs and the local ecosystem and ability of the country office to manage the roll-out as well as alignment with CO

Priority Countries

This list is prioritized (and is created based on the above- **refer to the detailed criteria in the appendix as well as on the next slide**).



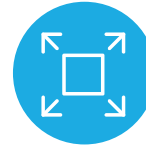
What is the decision-making process

Gen U Partnerships team

The partnerships team source the funds

Programme team

Decides the allocation working closely with the partnerships team.



What are the metrics to measure effectiveness of funding

Utilization rate

The total funds used vs. the performance (young people impacted) annually. Different countries have different utilization rates
Cost per beneficiary

Evaluated by the countries for the total cost of running the programme per beneficiary. This is a key metric when evaluating needs for additional funds.



How is the impact measured

Quantitative measures

- Number of youth impacted
- Number of youth reached
- Number of youth who completed courses

These are also comparatively analyzed across multiple years to understand impact.

2

Resource Mobilization: Country Categories

How Gen U selects countries for funding and supporting for P2E implementation (among other programmes)

	Accelerator Countries	Priority Countries	Other Countries
Countries	5: India, Bangladesh, Kenya, Nigeria and Brazil	13: Argentina, Egypt, Lebanon, Jordan, Ghana, Senegal, South Africa, Pakistan, Turkey, Kosovo, Thailand, Vietnam, Rwanda	65 other Countries
Description	<p>GenU prioritizes a subset of five Accelerator Countries</p> <p>GenU prioritizes funding and various forms of technical support to these five countries to enable (replicable) innovation, large scale service delivery and effective plus sustainable governance structures in a coordinated manner.</p> <p>All these COs have dedicated GenU human resources that coordinate GenU efforts.</p>	<p>GenU works closely with a subset of 13 'Priority Countries' to develop, deliver and scale their learning to earning and social impact agenda.</p> <p>GenU provides direct support to these through funding and various forms of technical support to these 13 countries to in a coordinated manner.</p>	<p>GenU works with a wide range of countries to establish, deliver and scale their learning to earning and social impact agenda through various forms of technical support and funding where available.</p> <p>Countries are supported to adopt or adapt Global Programmes or develop/scale in-country programmes.</p> <p>New countries are also engaged, often based on UN, Government and/or Private Sector demand/outreach.</p>
How these are identified	<p>These countries:</p> <ul style="list-style-type: none"> • have large populations of youth not in employment, education, or training (NEET), • were early adopters of GenU • have demonstrated results that are now being leveraged for large scale impact • Partner eco-system, anchored in UNICEF. 	<p>These countries:</p> <ul style="list-style-type: none"> • have large populations of youth not in employment, education, or training (NEET), • proven results • demonstrate an enabling environment and commitment to scale GenU • Appetite for partner eco-system, anchored in UNICEF. 	<p>These countries:</p> <ul style="list-style-type: none"> • often have large populations of youth not in employment, education, or training (NEET), • may have received catalytic funding from GenU in the past, • Implement programmes in one or more of GenUs impact areas.

How these countries are supported

Accelerator Countries

- Prioritized funding opportunities
- Direct support to proposals
- Direct support to co-create programmes
- Deep engagement – regular/frequent interaction
- Dedicated Community of Practice
- Yearly missions
- PPYP Governance support
- Option to have GenU on local Board/Governance
- Support in HR / recruitment
- Comms amplification (events, SM, etc.)
- Support to develop TOC and Results Framework, Resource Mobilization Strategy, Communication and Advocacy Strategy, Young Persons Engagement Strategy and PPYP coordination.

Priority Countries

- Direct support to proposals
- Direct support to co-create programmes
- Ad-hoc engagement
- Missions based on opportunity
- Support in HR/ recruitment
- Comms amplification (events, SM, etc.)
- Support to develop: TOC and Results Framework, Resource Mobilization Strategy, Communication and Advocacy Strategy, Young Persons Engagement Strategy and PPYP coordination.

Other Countries

- Supported with guidance to adapt or adopt Global Programmes
- Supported with guidance to establish governance/ PPYP
- Leverage "public goods" webinars etc.
- Comms amplification (SM)
- New countries provided with "Strat Up package" and sensitization call on GenU.

Team Mobilization: Suggested Minimum Viable Team Internally

Here is a recommended team for a successful P2E roll out. There are optional roles that can add value if the country funds allow for the scaling of the team.

Country Team

Country Office Lead

- Responsible for the P2E roll out in the local country
- 30% allocation until Go-Live, then 10%

Content Lead

- Responsible for selecting and localizing the content, including uploading of content and reviewing and analyzing statistics
- 100% allocation until 6 month after Go-live, then 75%

Allocation: This team is involved at a strategic level and will provide ongoing support to Countries as needed.

Optional Local Support Team

Local Partners

- Local ambassadors that advocate for P2E and influence and engage youth
- 30% allocation

Instructional Designer

- Local instructional designer to curate and customize content sourced through LTA
- 100% allocation until course localization

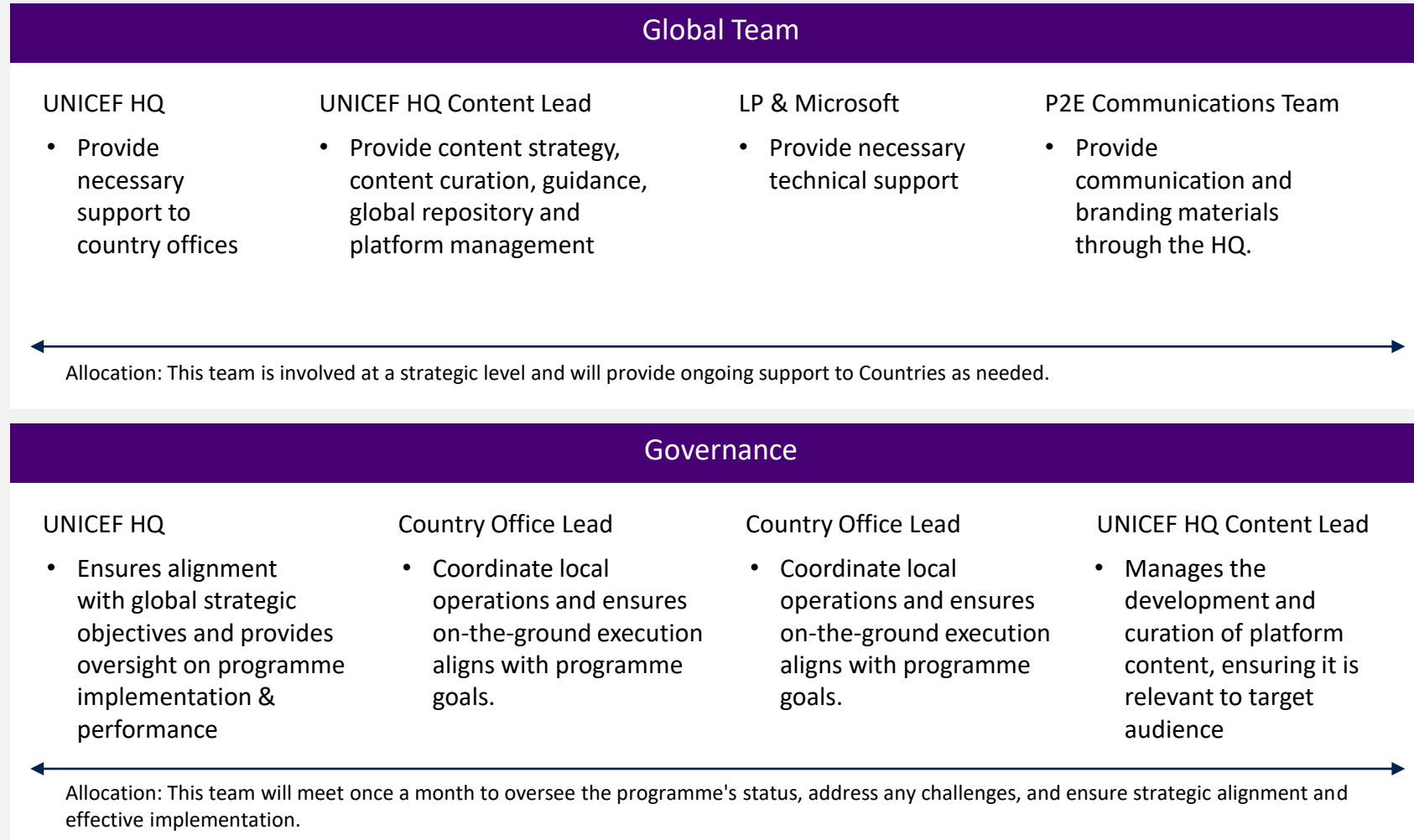
Troubleshooting Staff

- Local technical experts responsible for quick troubleshooting
- 100% allocation in the initial first month, then 50% / or follow process flow

Allocation: This team will meet once a month to oversee the programme's status, address any challenges, and ensure strategic alignment and effective implementation.

Team Mobilization: Suggested Minimum Viable Team HQ Support and Contact Points

Here is a recommended team for a successful P2E roll out. There are optional roles that can add value if the country funds allow for the scaling of the team.



Landscape Analysis: Considerations in Understanding landscape and its needs

When conducting a landscape analysis, it is essential to identify key needs in the market. For example:

Labour Market

- Attractive workers, with skills, education or experience
- Need for specific skills e.g.,: technical skills such as data analytics or strong written and verbal communication skills.
- Alignment of courses with market needs, focusing on in-demand skills.
- Opportunities for hands-on experience and real-world application of skills.

Other stakeholders (e.g. , local government, educational institutions etc.)

- Involvement in programme planning and evaluation
- Assurance of programme sustainability and impact
- Clarification of their roles and contributions
- Regular communication and updates on programme progress

Funding Partners

- Alignment with own organizational goals
- Opportunities for impact
- Awareness of similar programmes to avoid duplication (ROI)
- Understanding local challenges and opportunities

Communities

(e.g., grassroots organizations and local community groups)

- Identification of key issues and local priorities
- Cultural sensitivity and respect for local practices
- Inclusion in programme design and implementation processes

Users / Youth

- Access to specific and engaging skill-building courses
- Support for career guidance and employment opportunities
- Safe environment and secure onboarding
- E.g., Opportunities for networking
- User-friendly and accessible programme materials

Existing Market

- Are there existing similar programmes and what is their impact?
- Are there gaps and opportunities in the current market
- Opportunity for partnership with local entities to enhance programme delivery?

HQ

- Clear reporting and accountability structures
- Access to local insights and data
- Alignment with overall strategic objectives



4

Landscape Analysis: Stakeholder Analysis

Identifying, analyzing and engaging all crucial stakeholder groups throughout the P2E journey is crucial to a successful programme launch and adoption.

Steps for stakeholder analysis



Identify impacted stakeholders

What



Identify and map all stakeholders relevant to P2E

How



Conduct an initial identification via the available information in local offices. Iterate and update after outcomes of the listening workshops.

Who



Country office team, UNICEF HQ



Assess stakeholders

Assess stakeholder groups to identify what each stakeholder group needs

Perform listening sessions or one-to-one sessions with key stakeholder group contacts to capture and assess the detailed needs. Document the outcomes

Country office team, Youth groups, Youth advisors, Public and Private Sector Representatives



Action planning

Plan and design the P2E strategy based on the stakeholder analysis

Use the stakeholder analysis as an input to action planning workshops to determine which are the relevant courses to enable earning opportunities

Country office team, UNICEF HQ

Platform Set-Up: Content Strategy

The content strategy is critical to keep the youth engaged and to attract employers. It is also important to leverage the global content library. Recommended steps for setting a content strategy.

Recommended Steps

Focused content areas

- Develop a taxonomy structure with five main skill areas identified as crucial for future employability. E.g., Financial Literacy, Job Readiness, Entrepreneurship, Digital Skills, and Green Skills. This would entail:
 1. Meeting with HQ Content Lead to establish the core activities for the content strategy and to get introduced to the platform.
 2. Conducting listening sessions with the youth to evaluate interests' areas.
 3. Conduct listening sessions with government, private sector and stakeholders to evaluate the market needs.
 4. Analyze the outcomes of the listening sessions and organize this Wishlist in a taxonomy with content themes/core skills.

Global to local relevance

- Review the Global Content Library and decide what content is relevant and aligned with the listening session outcomes.
- Meet with the HQ Content Lead to share results of the market analysis and listening sessions. Share with them the local taxonomy, the Wishlist for the content, and identification of the gaps to be filled (after checking the global content library) and content to be localized/adapted.
- Ensure content is inclusive and addresses the diverse needs of learners in different contexts.

Strategic partnerships for content enhancement

- Collaborate with recognized industry leaders and educational institutions, to create content that is not only engaging and educational but also certified and recognized by employers and mentors and attracts the youth.
- Given the analyzed gaps and available funding evaluate the way forward. E.g.,:
 1. If strong content gaps have been found and funding is available there is the possibility of creating an LTA to find an instructional designer that would be able to create and/or adapt existing content.
 2. Develop partnerships strategy that could leverage local content providers.

Platform usability and engagement

- Adapt to P2E platform's interface and user experience to make it more attractive and easier to navigate for young people. This includes making content accessible offline and mobile-friendly, considering the connectivity challenges in many regions.
- It is recommended to create a review and monitoring process as part of the content strategy, evaluating what content is working, and what principles will be used to adapt it/remove it from the platform.

Examples

- Bangladesh strategy was to assess local ecosystems which helped them identify a local partner Shombov. It also helped them secure additional funding under the girl's education and skills partnership programme.
- India's strategy was to focus on course completion and target maximum completions.



Platform Set-up: Key Performance Indicators (KPIs) for Content

The following KPIs can be referenced when setting the content strategy. Please also refer to the appendix and glossary for the skills taxonomy.



Drives completion

- # of course completions (per course).
- Measured through the P2E platforms analytics.

1



Relevance

- % of learners who expressed content addresses their needs.
- Measured through feedback surveys from P2E.

2



Flagship offerings

- # of global flagship courses.
- Measured through catalogue of the P2E Global Library.

3



Strategic Partnerships

- # of private/ public sector partners who co-create content and/or certify its relevancy.
- Measured through the P2E partnerships list.

4

5

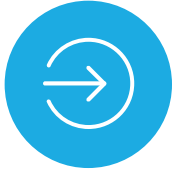
Platform Set-up: P2E Roll Out

Here is a checklist that can be used for the roll-out.

Action	Responsible						
	CO	Gen U	UNICEF HQ	LP Team	Local Partners	Content Lead	Comms
Plan the go-live date	✓		✓	✓			✓
Optional: Create outreach strategy (events, news, announcements etc.)	✓						✓
Secure necessary funding	✓	✓					
Establish local partnerships to support programme implementation	✓						
Create minimum content package for the rollout of the platform	✓			✓		✓	
Finalize the courses available in the platform							
Customize content to fit local context and language if needed	✓					✓	
Ensure the necessary infrastructure is available to the youth (via partners or schools as applicable)	✓		✓				
Ensure the certificates are credible (and aligned with skill demands of the private sector)	✓						
Ensure compliance with local regulations and standards	✓						
Communicate plan for roll out to HQ and key partners	✓						
Communicate and inform LP team, to ensure awareness of platform rollout to new country (e.g., flag potential server load implications, etc.)	✓						
Promote among youth to ensure signups	✓						
Technical support in case of issues	✓			✓			
Develop a contingency plan for potential challenges (e.g., technical issues, downtime, funding gaps etc.)	✓		✓				

Onboarding Partners: Global and Local Partnerships

P2E works on close partnerships across the public and private sector. Key partnerships include:



Founding Partners

UNICEF, Accenture, Microsoft, Dubai Cares, and P2E are the founding partners of the P2E programme.



Local Partners

Local partners have grassroots connect with youth and help make a transformational difference for youth.



Governments

Local governments play a critical role in strengthening service delivery, ensuring accountability, prioritizing finances, and putting children's needs at the center.



Private Sector

Private sector partners help to identify, design and implement partnerships that leverage the strengths of the corporate sector on behalf of the world's children, especially the most vulnerable

Roll-out / Delivery: Process for getting roll-out confirmed

1. Final Readiness Check

- Ensure all the components of the programme are prepared for implementation.
- Verify that all materials, resources, content and logistics are in place.

2. Stakeholder confirmation

- Obtain final approval from UNICEF HQ.
- Secure commitment and support from partners and stakeholders.

3. Communication

- Inform all relevant parties about the roll-out schedule – HQ, LP team, ICT-D team, partners, community, etc.
- Provide detailed instructions and guidelines for implementation.

Roll-out /
Delivery

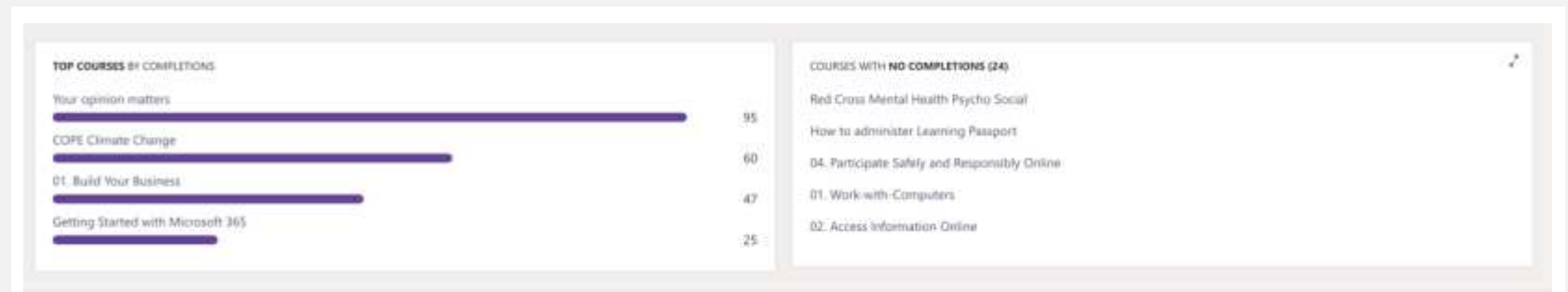
KPI Monitoring: P2E Dashboard Capabilities Overview (1/2)

KPIs help in quantifying the success of the rollout, help make informed decisions about where to allocate resources, and are crucial for continuous improvement. Currently the P2E dashboard tracks user registrations and course completions.

This part of the dashboard, displays, for each category, the number of courses available, how many have registered for a course, and how many have completed a course.

Category Name	No. Of Courses	Course Registration	Course Completion
Microsoft Digital Literacy	8	1033	58 (5.61%)
Business Courses	18	304	181 (59%)
Climate Change	2	838	63 (7.52%)
Social Skills	9	150	17 (11.33%)
Digital Skills	9	146	41 (27.7%)

Here, countries can observe the most popular courses based on completions and courses with no completions at all.

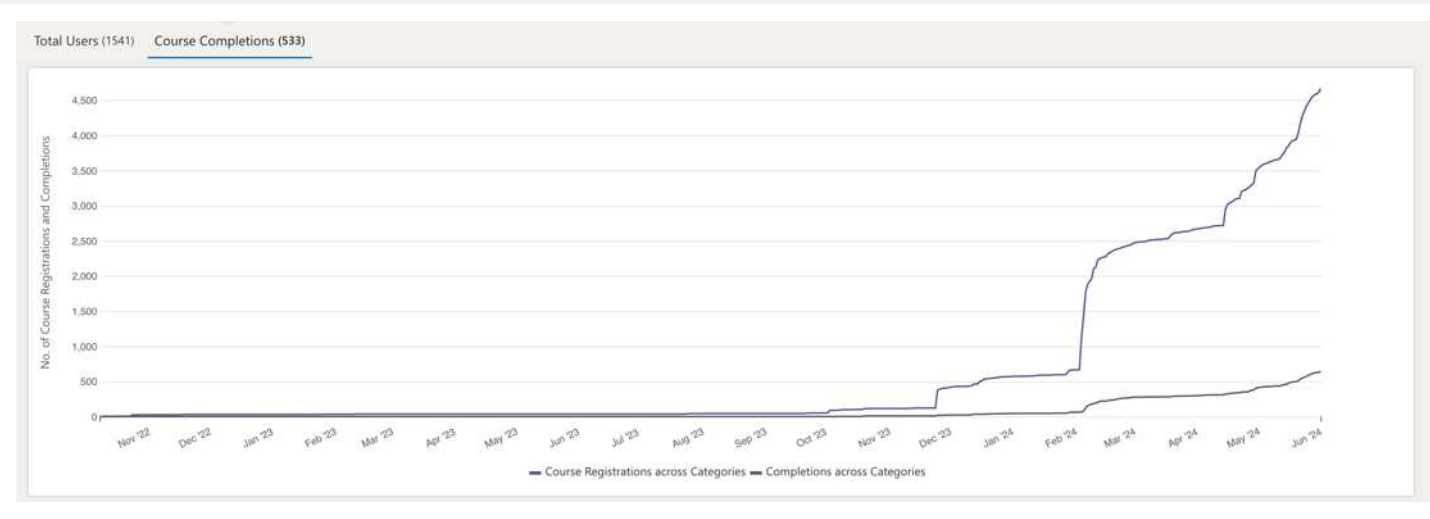


For more details refer to the **P2E User Guide** and the **P2E micro courses**

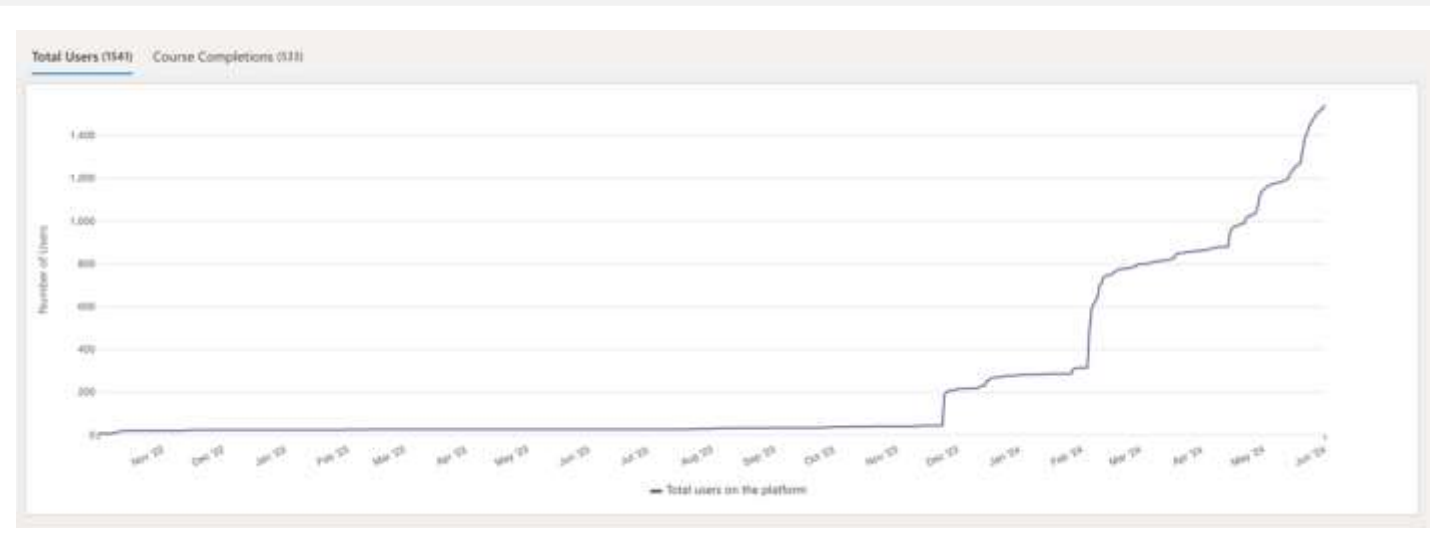
KPI Monitoring: P2E Dashboard Capabilities Overview (2/2)

In addition to tracking registrations and total completions of courses, the P2E dashboard also visualizes data trends over time.

This graph illustrates the evolution of course registrations and course completions over time.



This graph provides an overview of the total users on the platform over time.



KPI Monitoring: Assessment Approach: Desired Metrics

While the P2E dashboard offers limited tracking capabilities, here are the desired metrics the programme should capture and monitor:



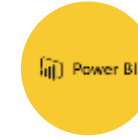
Metrics to be captured

- # registered
- # starting at least 1 course
- # total completions per platform
- # youth trained:
 - # youth completing at least 1 course on the P2E platform
 - # youth trained offline/outside the P2E platform.



Metrics that will be good to capture in the future

- # of youth who get a job
- # of youth who access advanced skilling/training
- # of youth who return to formal education.



Recommended tool for tracking and monitoring (Power Bi)

- Power Bi is a digital interactive data visualization software
- It lets you track and monitor course details as well as:
 - Visually presenting data (charts, graphs etc.)
 - Filtering of data as per country needs (for example, India has filtered data by State as it is a big country)
 - Tracking of trends to monitor where improvements can be made.

Replication/ Scale: Assessment Method: Using Power BI

Power BI Implementation Process and Responsibilities

Dashboard provisioning to CO

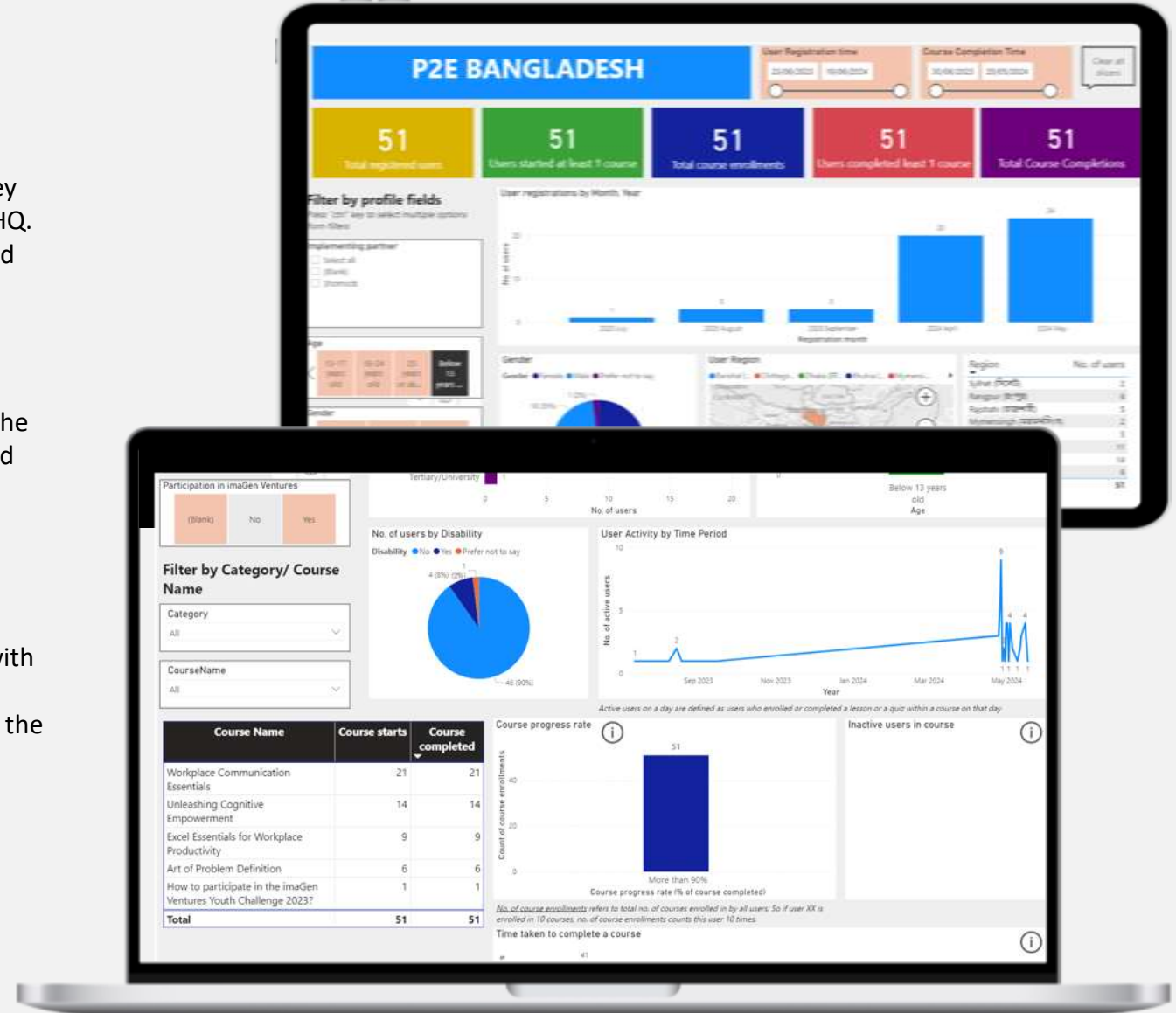
- **User Threshold:** Once a country Office has a minimum threshold users (e.g., 2000 users, depending on the country context and audience), they have the opportunity to be provided with a Power BI dashboard from HQ.
- **Data Tracking Responsibility:** The CO will be responsible for tracking and following up on the data presented in the dashboard.

Introduction calls and setup

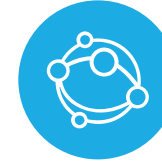
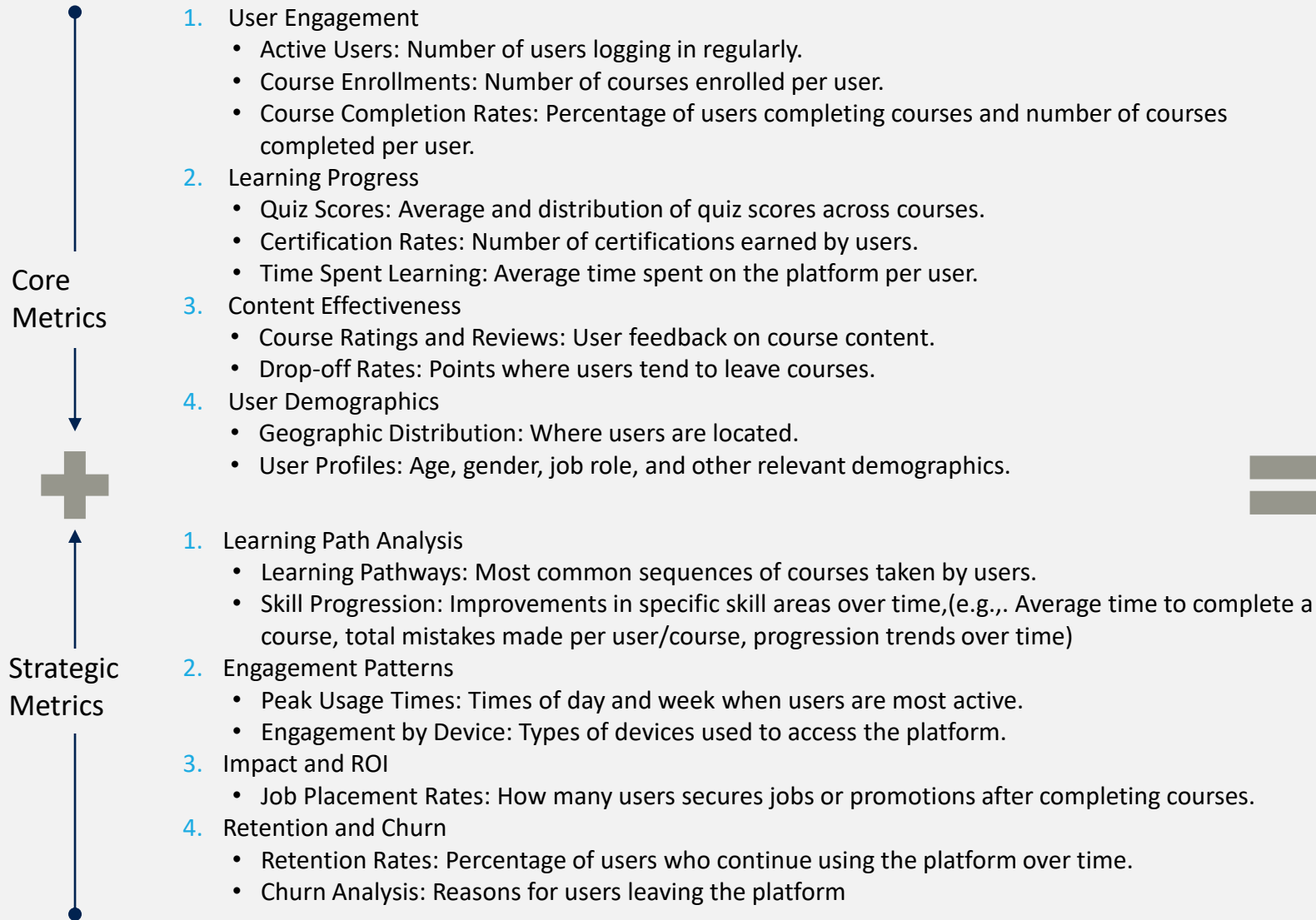
- HQ will conduct an introductory call every time a new CO starts using the dashboard to provide the CO with an overview of Power BI features and usage.
- COs will also have ongoing support calls with the HQ.

Best practices for working with the Power BI dashboard

- **Monitoring & evaluation strategy:** Implement an M&E strategy along with the dashboard.
- **Regional focal point:** Assign a regional focal point to guide and support the CO in data utilization.
- **Local data steward partner:** Example from India - hired a local data steward partner to assist with data management and data utilization.



Replication/ Scale: Best Practices for Metrics to Capture from a Power BI Dashboard



Advanced Analytics

1. Predictive analytics
 - Performance Forecasting: Predicting future performance based on current data.
 - Drop-off Prediction: Identifying users at risk of dropping out and intervening.
2. User Satisfaction and NPS
 - Net Promoter Score: User willingness to recommend the platform.
 - Satisfaction Survey: Detailed user satisfaction surveys and their insights.
3. Skill Gap Analysis
 - Industry Trends: Aligning courses with emerging industry needs.
 - Gap Identification: Identifying common skill gaps among users.

System Strengthening: Sustain and Scale

This step is out of scope of the Starter Kit. However, just as the implementation will be localized in each county, similarly, depending on the pace of the programme, the local adoption and needs, each country would have to make its own decisions to scale the programme. Some recommended steps are:



Integrations

- Embed the programme into existing platform (government) for maximum scale
- Link skills to opportunities



Partnerships

- Connect to existing ecosystems and partners
- Create sustainable annual events like e.g., workshops to serve as networking, knowledge exchange, and showcasing success stories, ensuring ongoing engagement and support for the initiative



Funding & Finance

- Reduce cost per-learner over time
- Partner with governments to co-invest. E.g., collaborate with the Ministry of Education to co-fund the development and implementation of P2E programme in schools
- Partner with private sector for grants and funding



Youth Engagement

- Actively engage youth to build momentum
- Support youth by localizing content and topics



Platform & Tech Support

- Enable single sign-on for integrated platforms



Country Collaboration

- Continue the monthly 'Community of Practice' - a platform to share experiences and learning



05

Core Content

P2E Platform: Implementation Roadmap

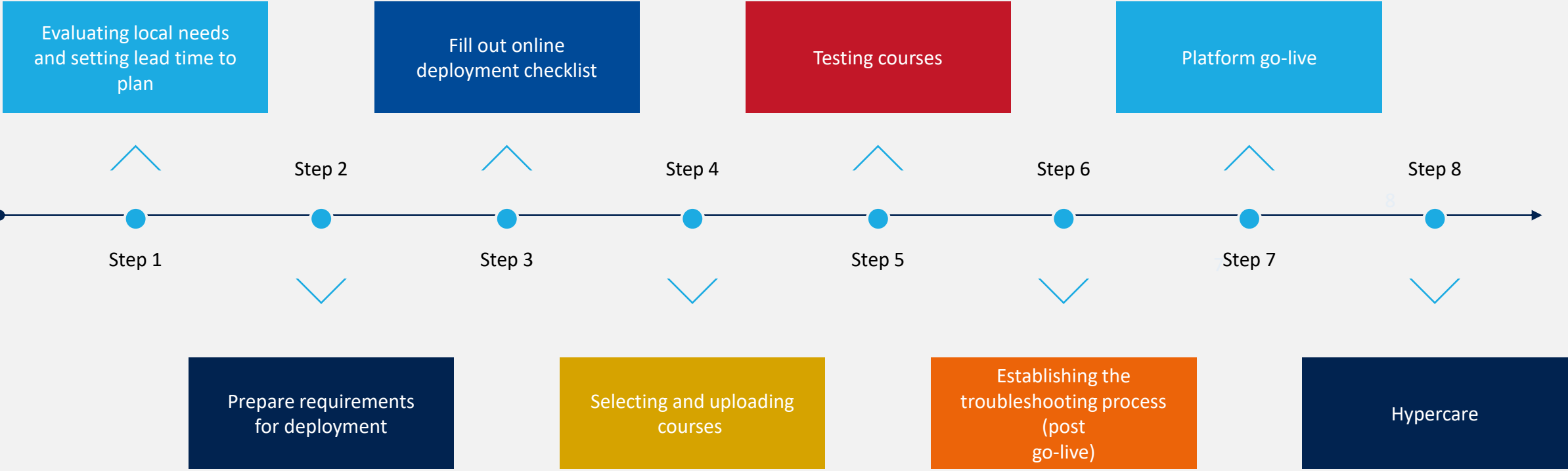


PASSPORT
TO EARNING



P2E Platform Implementation Roadmap

Before setting up the P2E Platform, a number of activities need to be completed. These are the recommended steps:



P2E Platform Implementation Roadmap: Responsibilities

The following steps are performed and owned by various key stakeholders, as follows:

Steps	Key Responsible	Key Activities
Evaluating local needs and setting lead time to plan	<ul style="list-style-type: none"> Country Office 	<ul style="list-style-type: none"> Evaluate the local landscape and plan the timeline
Completing the pre-requisites	<ul style="list-style-type: none"> Country Office Global P2E Coordinator 	<ul style="list-style-type: none"> CO complete the pre-requisites UNICEF HQ can provide support as needed
Filling in the deployment checklist	<ul style="list-style-type: none"> Country Office Global P2E Coordinator LP Team 	<ul style="list-style-type: none"> CO fill out the online deployment form and inform the Global P2E Coordinator Global P2E Coordinator to monitor deployment of P2E LP team to action on the deployment request
Selecting and uploading courses	<ul style="list-style-type: none"> Country Office Global Content Lead 	<ul style="list-style-type: none"> 1) Create content wishlists and a content structure based on the listening sessions held with youth and stakeholders 2) Review global content library and identify gaps given the wishlist, 3) create local content strategy based on the observed gaps and curated content from Global Library. 4) upload existing based on the content structure
Testing the courses	<ul style="list-style-type: none"> Country Office Global Content Lead 	<ul style="list-style-type: none"> CO test that the courses are working by e.g., engage youth testers. Document feedback and share with GenU
Establishing the troubleshooting process	<ul style="list-style-type: none"> Country Office Global P2E Coordinator 	<ul style="list-style-type: none"> Global P2E Coordinator to clearly define the troubleshooting process and list the key points of contacts to get help when needed and minimize downtime
Platform go-live	<ul style="list-style-type: none"> Country Office Global P2E Coordinator 	<ul style="list-style-type: none"> CO to communicate live/launch date of the platform to Global P2E Coordinator Communicate go-live dates to key stakeholders CO launch the platform Global P2E Coordinator communicates to GenU launch of the platform
Hypercare	<ul style="list-style-type: none"> Country Office Global P2E Coordinator 	<ul style="list-style-type: none"> CO to proactively raise issues with platform post-launch Global P2E Coordinator to engage escalation/ troubleshooting process depending on nature of issues

Evaluating local needs

Before implementing the P2E Platform, it is critical to understand local needs and to therefore plan enough lead time to execute the P2E Platform successfully. These are the recommended key considerations.



Initial assessment

- Country office should assess local needs of the youth and the employers
- Learning Passport team must align on the local needs for the platform



Sign off by MCT

- Once the requirements of the LP team are collected, the MCT team must sign off the request
- It is critical to note that the more features are requested, more complex & time consuming it is to set it up
- The actual platform integration and Single Sign On (SSO), APIs take about 6 months



Best practices

- Balance the desire to make the platform engaging to urban youth and the need to make it accessible to disadvantaged youth
- As the P2E dashboard has limitations since it only tracks course enrollments and completions, country office could set up a Power BI to track more granular data points

Note: You can also conduct Infrastructure Analysis, Hardware Assessment, Software and Application Review, Data Security and Privacy Assessment, Economic Viability and Sustainability Evaluation. For more details, refer to the chapter on **Best Practices**.

Completing Pre-Requisites

After assessing and understanding the local context, the country office needs to then complete a few pre-requisites, before they can start filling the deployment checklist.

Pre-Requisites



1. Implementation Plan

Establish how P2E would be implemented



2. Partnerships

- Identify the key partners for the platform
- For example, partners to provide localized content, partners to provide employment, mentorship, internship opportunities



3. Branding

- Agree on the approach for branding
- This must include need for a localized name of the platform, names of the courses (to attract the youth), the content on the platform etc.



4. Platform/Profile Fields

- Agree on the fields needed in the platform i.e., the fields that the country office would like to use
- This is critical as once fields have been decided, any change would involve time, resources and effort, and approval by MCT



5. Identify Targets

Align on the estimated number of target users
This will help identify the approximate consumption of the platform

Examples

- Pre-Requisites 1 and 5 are country-specific but on the following pages, let's explore examples of:
- Partnerships: Bangladesh
- Branding: Rwanda
- Platform Fields: India

Examples: Branding

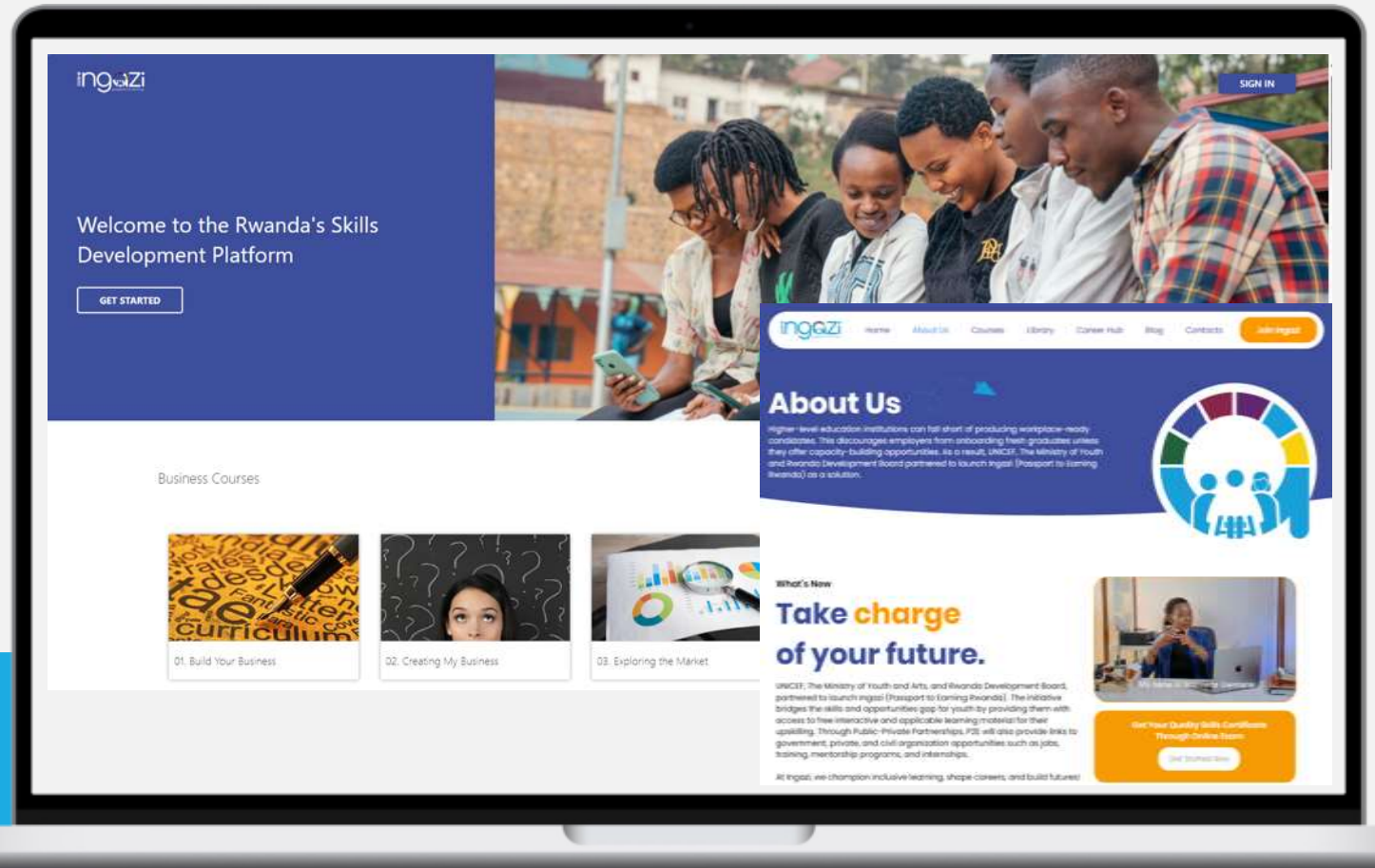
Let's explore Rwanda's choice of branding when completing their pre-requisites.

For branding the platform, Rwanda chose to localize the name of the P2E platform and call it "Ingazi" (meaning "ladder"). Choosing a local name that the youth can understand and can relate to, helped increase youth engagement with P2E.

They also involved existing UNICEF youth ambassadors to promote Ingazi.

Examples

Rwanda named the platform Ingazi which means "ladder" which connects better and more directly with the youth as it is a term in the local language.



Examples: Partnerships

Let's explore Bangladesh's approach to select the relevant partner.

→

Bangladesh used an approach to leverage their existing ecosystem to identify a partner. As the P2E platform supports skilling, the countries still need to fill the gap for helping the youth find employment opportunities. So, Bangladesh partnered with a job placement organization called Shomvob. This partnership has led to Shomvob helping the youth who complete the P2E courses successfully, find meaningful opportunities. Additionally, Shomvob also provides data on how many youth have been hired (which is not supported by the P2E dashboard).



**WELCOME TO
PASSPORT TO EARNING**

Our Partners in Bangladesh

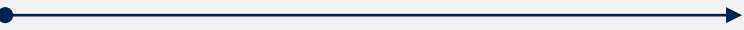
The importance of Passport to Earning in Bangladesh lies in providing youths like you with skilling to earning opportunities through diverse partnerships. Our partners in Bangladesh include:

Shomvob: Shomvob aims to be the largest professional networking and job-matching platform for the rising workforce in Bangladesh. Their mission is to empower and connect people with opportunities. In a dynamic and ever-evolving job market, Shomvob serves as a reliable bridge between job seekers and employers. They are committed to facilitating a seamless and efficient recruitment process, ensuring that both candidates and companies find the perfect match

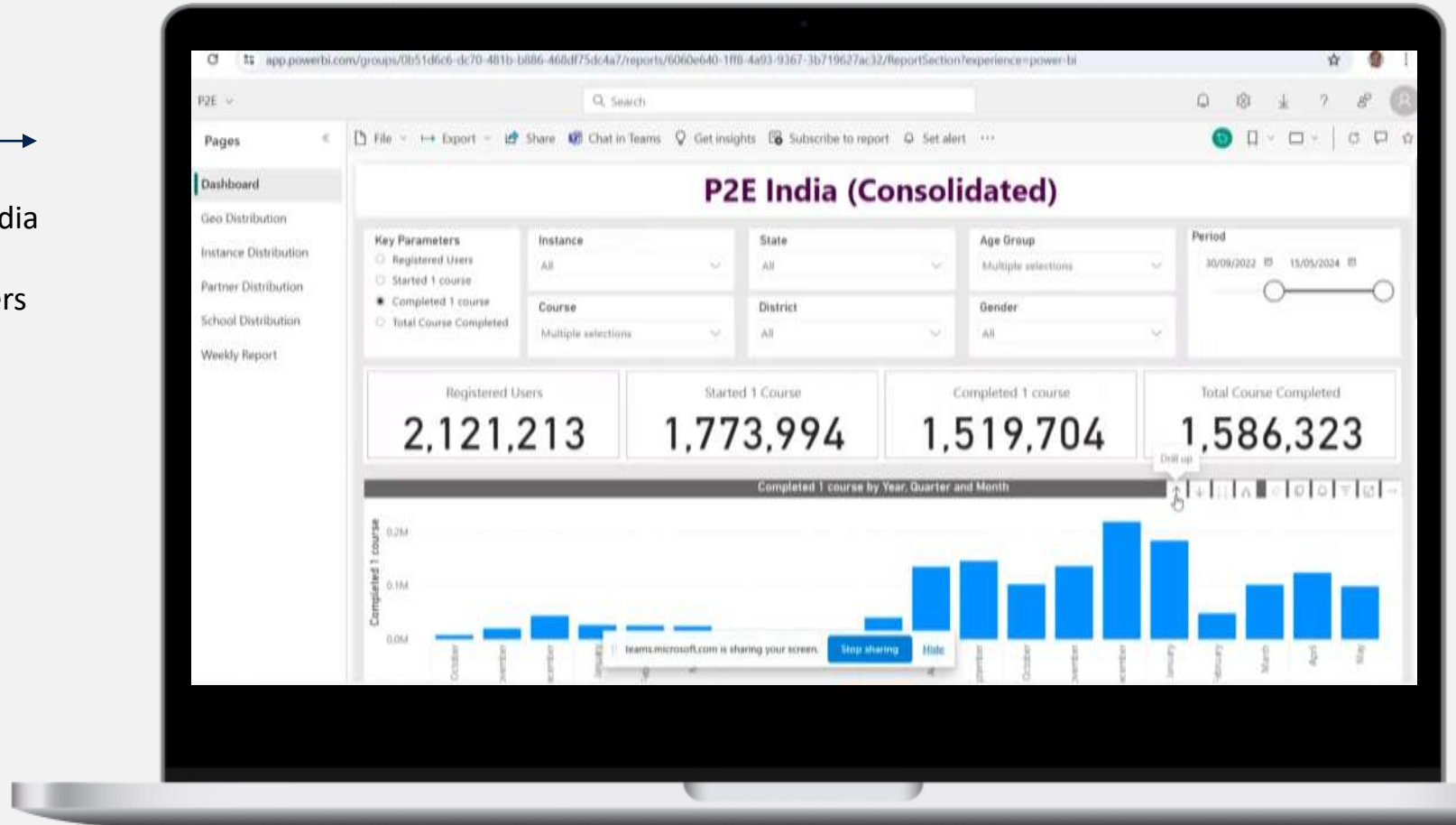
Examples: Platform/ Profile Fields

These fields are used to visualize data on the dashboard.

Let's explore India's choice of customizing platform fields (fields on the P2E platform that can be selected when filling up the Deployment Checklist) as inspiration for country offices when completing their pre-requisites.



To facilitate data tracking at a certain level, India chose to customize specific fields. They implemented a field structure, prompting users to select state, district, and the school within that district. This strategic approach enabled them to identify and prioritize critical fields from the start.



Completing the Deployment Checklist

Let's explore India's choice of nested platform fields as inspiration for country offices when completing their pre-requisites.

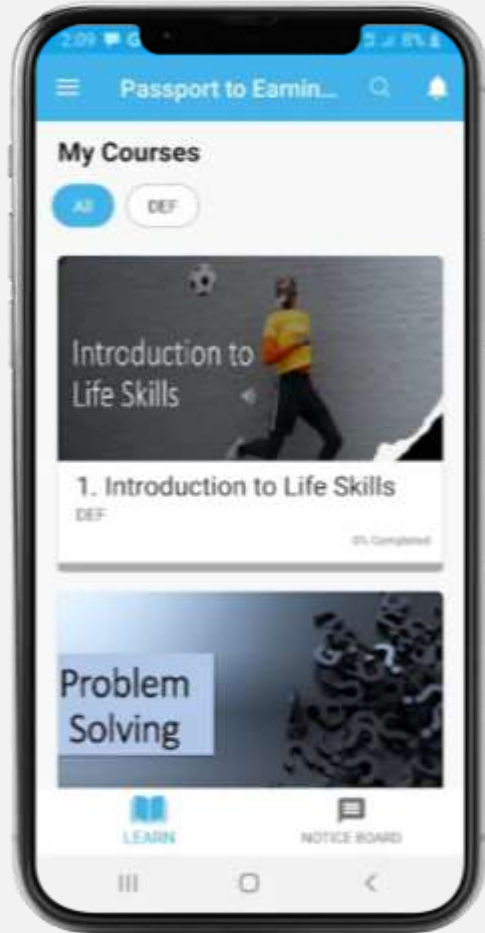
Once the pre-requisites have been completed, the Country office needs to fill in the deployment checklist. The deployment checklist is a Google form (online and offline) that is sent by the Learning Passport (LP) team. The deployment checklist must be filled fully and sent back to the Learning Passport team.

P2E Deployment Checklist [link](#)

The image displays three overlapping screenshots of the 'Learning Passport ONLINE Deployment Checklist' form. The top screenshot shows the title and introductory text, including a note that an asterisk indicates a required question. The middle screenshot shows questions 1 through 7, covering fields for email, LP focal point, team name, project information, implementation work plan, target beneficiaries, and branding. The bottom screenshot shows questions 6 and 7, which involve sharing a link to approved images and uploading a logo for the LP instance. A preview of the Learning Passport interface is visible in the bottom screenshot, showing a 'Welcome to the Learning Passport!' message and a 'GET STARTED' button.

Note: The LP team provides a demo on how to use the P2E platform and guidance on how to fill this checklist. UNICEF HQ also provides training and support for the new deployment.

Setting up the P2E App



- While completing the deployment checklist for the P2E platform, it is an optional step to add the request for an app
- It is recommended that the request for an App is sent **after** the platform is set up, as additional time needed to set up the app
- App request is a multi-stage process that involves the following information that is managed and co-ordinated by the LP team:
 - Information from the Country Office:
 - Application Color Code (HEX format) - This color will be used in the mobile app as shown in the image at the start of the article. For e.g., Orange
 - Portal URL - <https://bangladesh.passport2earning.org/>
 - Application Name - This is the name of the mobile app when published on PlayStore
 - Supported Languages - This is the list of languages supported in the mobile app
 - App icon with the following dimensions (in pixels): 24x24, 36x36, 48x48, 72x72, 96x96, 144x144. The icon on the phone screen used to launch the app is the app icon. App icon must have transparent background.
 - Splash screen logo with the following dimensions (in pixels): 150x150, 225x225, 300x300, 450x450. The screen that appears when the app opens is the splash screen.
 - Information from Microsoft: Files for the setup
 - Information from Google: Approval for the app to be live in PlayStore
 - For more details refer to [this link](#)

Setting up the P2E App: PWA or Native App

When setting up the Passport to Earning (P2E) platform, COs can choose between developing a Progressive Web App (PWA) or a Native App.

PWA

- Progressive Web Apps (PWAs) provide access to open web technologies for cross-platform interoperability and an app-like experience customized for user devices.
- PWAs are websites that are progressively enhanced to function like installed apps on supporting platforms, and like regular web sites on other browsers.
- The qualities of a PWA combine the best of the web and compiled apps.
- PWAs run in browsers, like websites, but have access to app features like the ability to work offline, be installed on the operating system, support push notifications and periodic updates, access hardware features, and more.

Native

- A native app is an app that is developed for one particular operating system (e.g., iOS or Android) only.
- It has the ability to use device-specific hardware and software.
- Native apps are usually downloadable via app stores like the Apple App Store or Google Play Store.
- Native apps work with the device's OS in ways that enable them to perform faster and more flexibly than alternative application types.

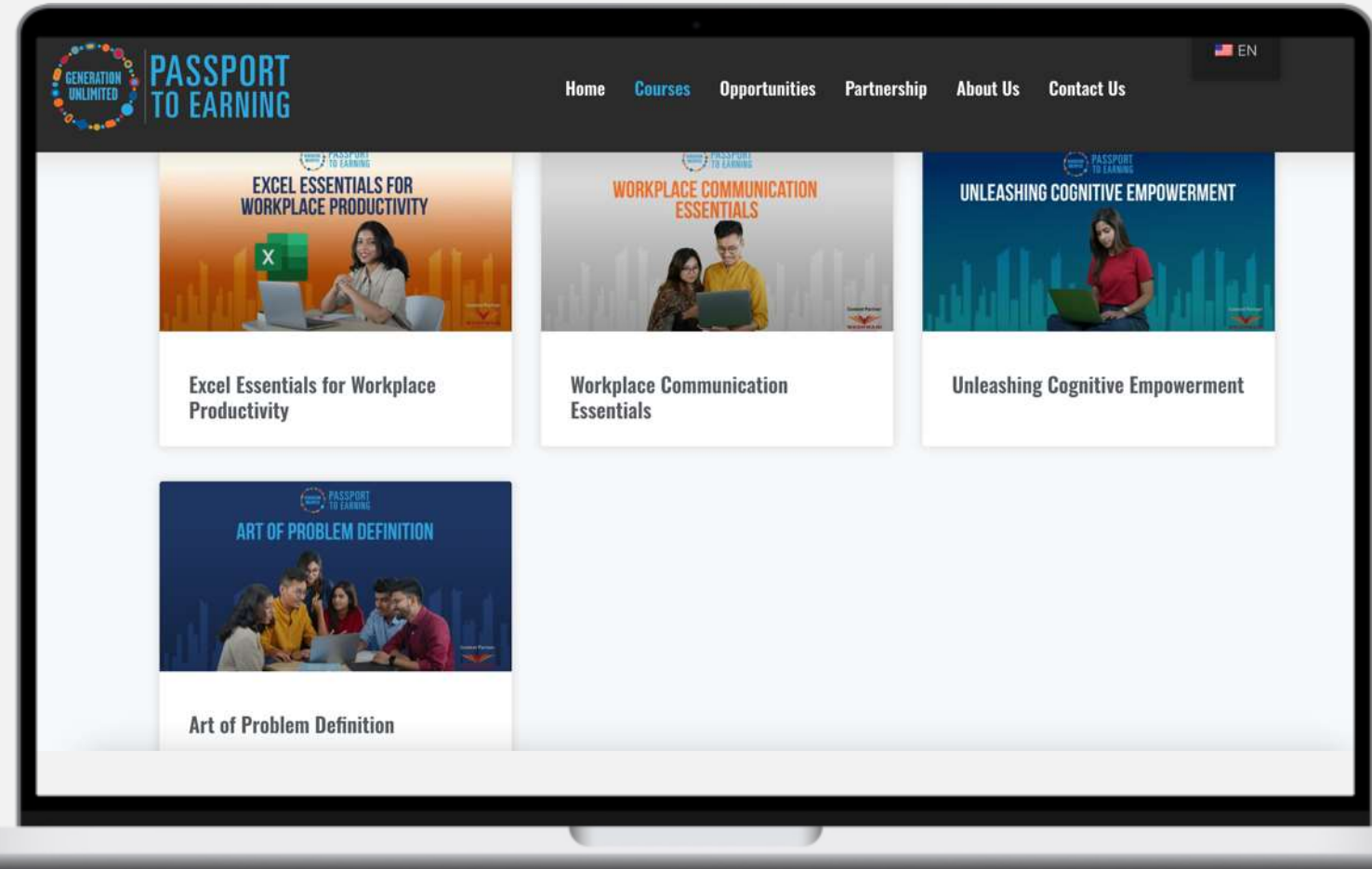
PWA App

For more details, refer to: <https://learn.microsoft.com/en-us/azure/industry/training-services/microsoft-community-training/infrastructure-management/install-your-platform-instance/create-publish-mobile-app#option-1-creating-a-progressive-web-application-pwa-for-android>

Selecting Courses

Selection of courses is a critical step that a country office needs to perform. The choices of courses available on the platform are key to attract and engage youth as well as to then create opportunities for employment or entrepreneurship.

- The global team has created a global repository of courses
- All the courses are not made available at a country level, instead the country office will choose specific courses basis:
 - Country needs analyzed in the listening sessions
 - Country content strategy
- If there are gaps between the country needs and the global repository of courses, the country work with the HQ content specialist to create the desired content
- After the course selection, the country office can localize, translate and customize the course for local needs, for example, choosing a name that attracts the youth.



Uploading Courses

- Time bound: Uploading localized content can take some time, depending on the size and number of courses. Please be aware of this and make sure to reserve sufficient time for the upload process to ensure everything is properly loaded onto the platform.
- For detailed instructions on how to upload content and courses to the platform, please refer to the user manual. (Detailed description and link in chapter 9).

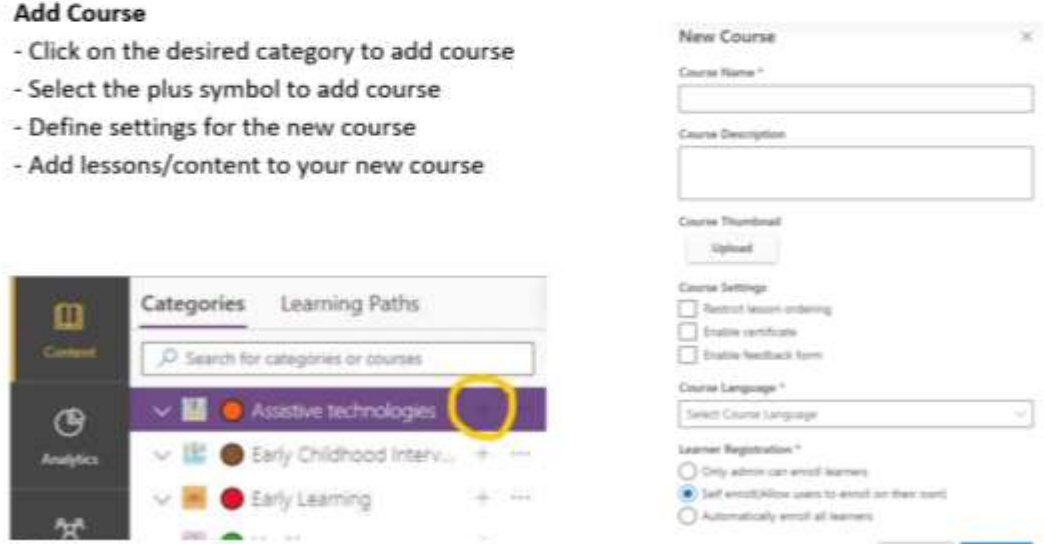
P2E/Learning Passport User Manual

3. Adding or deleting courses from categories

Courses are what learner register in and are visible in the course library and under "my courses".

- 1. Request new Category**

Contact a user with Global Admin rights and ask them to create a new Category for you. You can manage the group later however you desire. Also send the phone number/e-mail address (based on the log-in procedure) ready of the person who is to become the admin of the new group.
- 2. Add Course**
 - Click on the desired category to add course
 - Select the plus symbol to add course
 - Define settings for the new course
 - Add lessons/content to your new course

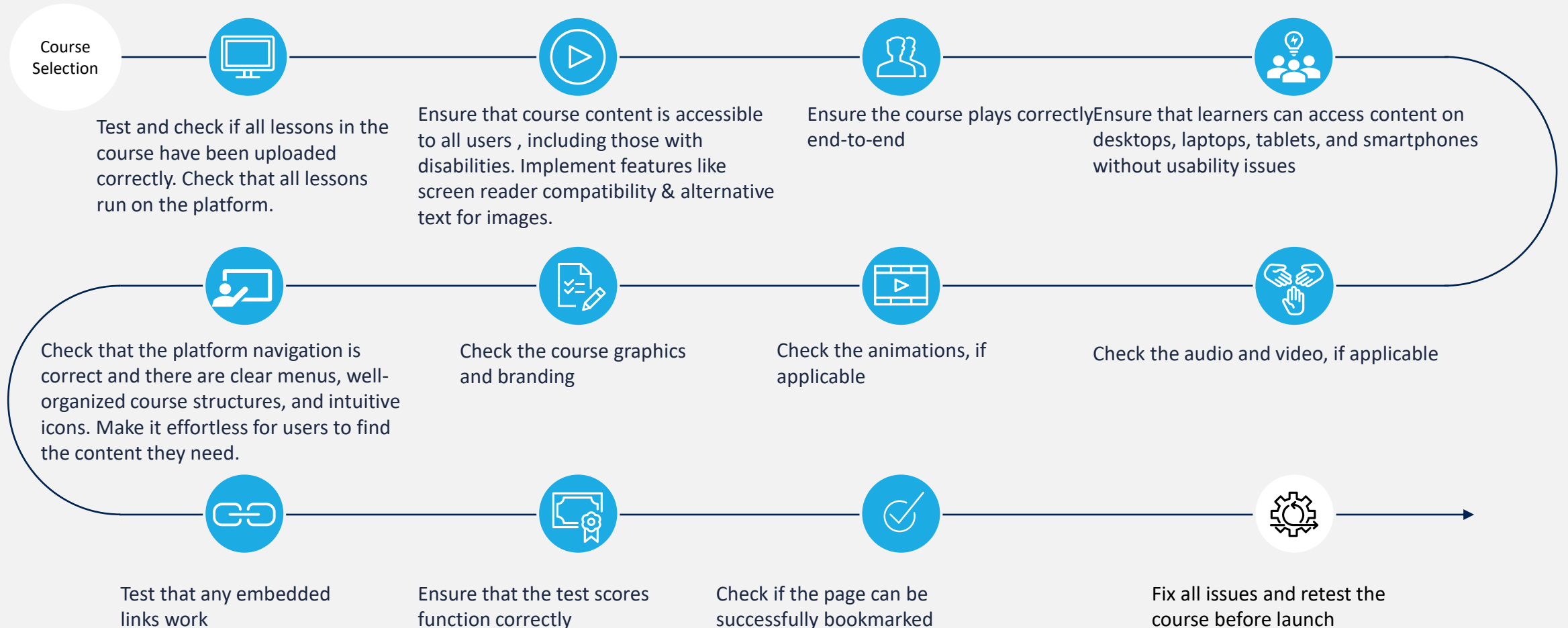


3. Delete a course

*If funding allows ensure that course content is accessible to all users , including those with disabilities. Implement features like screen reader compatibility & alternative text for images.

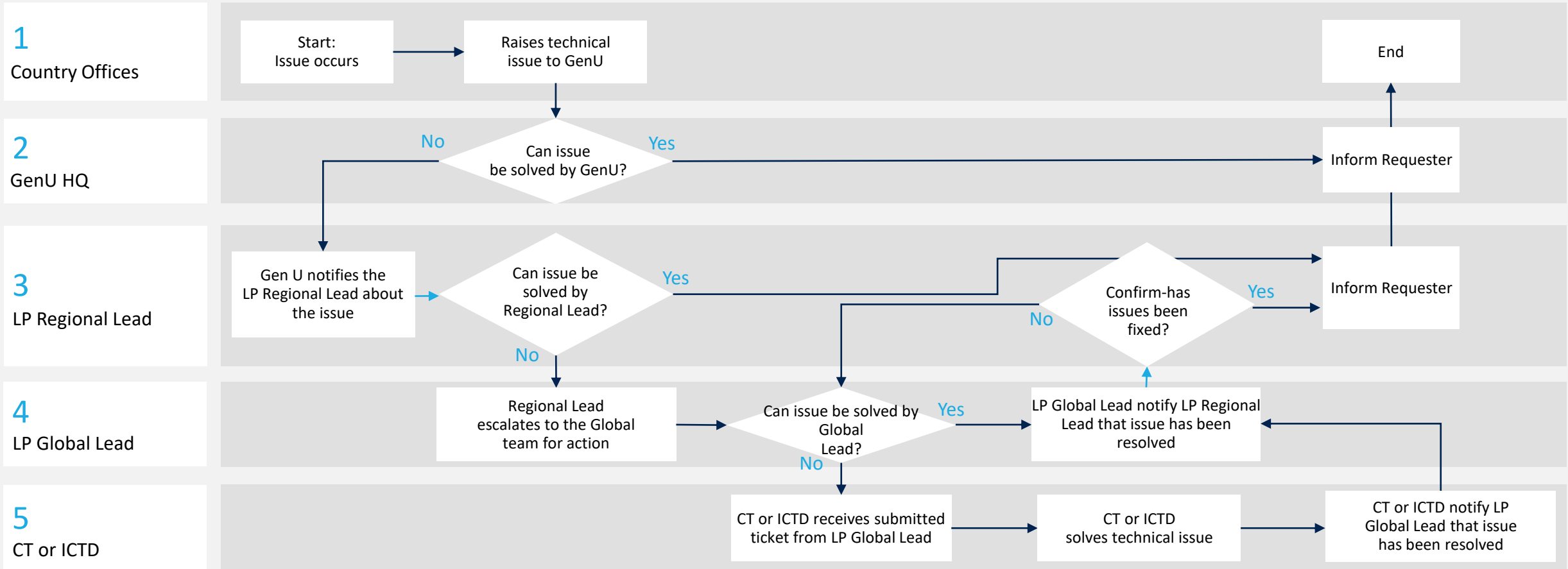
Testing Courses

Before launching the platform, it's critical to thoroughly test the courses. Here are the recommended steps.



Best Practice: Have a group of test users to check these steps

Establishing the Troubleshooting Process



Microsoft's Involvement: Only the LP regional team and CT or ICTD have direct contact with Microsoft and can submit tickets directly to them. Additionally, this also includes biweekly calls with Microsoft engineers to handle escalations and other technical matters.

Promoting the Platform

To effectively promote usage of the P2E Platform among its target audience, engaging all stakeholders is essential.

1

Engage Youth

- Meaningfully engage the youth to ensure active participation and completion of the courses selected
- Provide concrete opportunities to the youth to leverage the platform's benefits, e.g., through training that provides knowledge and skills for employment.
- Work with ambassadors and youth organizations to influence and mobilize youth from diverse backgrounds and demographics

2

Engage Private Sector

- Work with the private sector to make opportunities (e.g., internships, apprenticeships, jobs) available for P2E users.
- Align closely with private sector to secure recognition of the certificates acquired by youth through the P2E platform, e.g., work with telecoms to provide free data to help youth access the platform.

3

Engage Governments

- Engage government agencies, especially skills certification boards, to recognize P2E certificates and offer formal opportunities for users to pursue other trainings/skills development programmes.
- Partner with e.g., school boards, training institutions etc., to make P2E available to students and youth in TVET.

4

Engage Civil Society






- Align with civil society and youth partners, to disseminate opportunities to young people to pursue, and address social norms that impede the participation of marginalized NEETs (especially young women) from the world of work.
- Engage civil society in results-based partnerships with clear targets and well-defined approaches for skilling. And e.g., offer P2E as a free LMS to make content accessible to youth in other skilling programs.

Launching the Platform

To hit the ground running on go-live day, while meeting the needs of your learners and stakeholders, follow these recommended steps for successfully launching the platform.

Estimated time for preparing:

Recommended approach for a seamless launch

1 month	 <p>Communications Plan Create a detailed communications plan to notify your learners about the P2E launch. Use emails, internal intranet systems, word of mouth, partner channels or social media to spread the word.</p>
A couple of months before launch and ongoing thereafter.	 <p>Role Modeling Encourage your community leaders, ambassadors to complete training through P2E and promote the experience, showing commitment from the top down. Engage ambassadors to promote the platform.</p>
2 weeks	 <p>Demos and FAQs Use and if needed create an FAQ to support the youth in accessing and using the platform. Such as how to log in to the P2E platform, how to recover from a lost password, how to register for a course, etc. Refer to the troubleshooting escalation process indicating who to contact and what information to collect when escalating an issue.</p>
Ongoing	 <p>Resources P2E launch is an all-hands-on-deck operation. Ensure that you have adequate support available. Inform all stakeholders, support team, IT, and local partners of the time and date of go-live.</p>
From day 1 - ongoing	 <p>Long Term Plan P2E launch plan should include a longer-term strategy to drive enrolments, completions and plan to offer support and guidance to users for successful sustainment. Inform global team about the estimated number of users who will access the platform on launch day.</p>

Examples

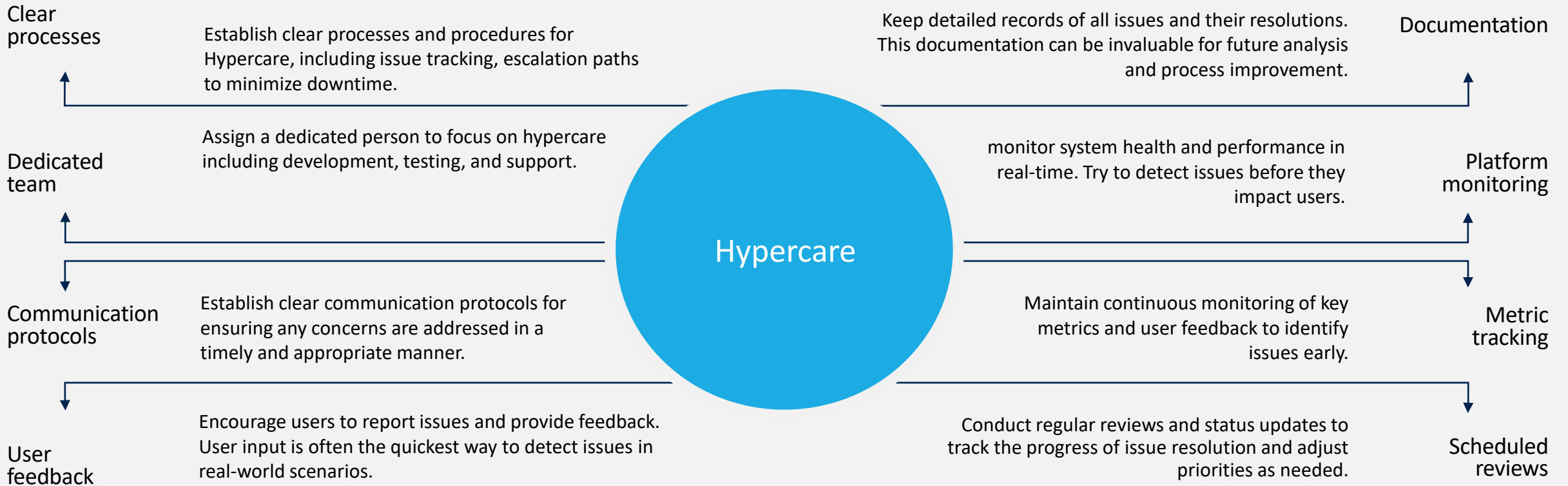
- Bangladesh leveraged existing partnership ecosystem to identify their job placement partner Shombov
- Rwanda collaborated with youth ambassadors to advocate for the programme on social media and to engage young individuals from various backgrounds and demographics.



Hypercare

Hypercare plays a pivotal role in ensuring that implementations go smoothly and that any unforeseen issues are addressed promptly.

Hypercare is the safety net that ensures a smooth transition from implementation to successful running of platforms like P2E. Here are some best practices you can follow and establish clear processes to minimize downtime, maintain stakeholder trust, and continuously improve the implementation processes for the future.





06

Supporting Materials

Success Stories



PASSPORT
TO EARNING



Success Stories: India (1/2)



Anjaly

She is a mother of two from Kerala, India. She completed the certificate in digital productivity through Passport to Earning which helped her return to the workforce after a decade.

Anjaly's employer shared that with a certificate from UNICEF's P2E programme, the decision to hire her became easy.



Mary

She is 19 years old from Meghalaya, India and wants to become a professor. She learnt MS Word, Excel, and PowerPoint from P2E and was able to help her friends make presentations and help her mother in banking, using ATM cards and Googly Pay. She also helped a relative design a poster to advertise his shop to help bring in customers.



Prashansa

She is 16 years old from Uttarakhand, India. She is a proud P2E taskforce member. Her main goal was to motivate youth, so that they can enroll and get the benefits of the digital productivity course provided on P2E.

Success Stories: India (2/2)



Rajni

Learning a course on financial literacy brought eighteen-year-old Rajni one step closer to her dream of being a lawyer

Testimonial video

 [Instagram](#)

 [LinkedIn](#)

 [X](#)

 [Facebook](#)

A screenshot of a social media post from the account 'genuunlimited'. The post features a circular profile picture with a logo, the account name 'genuunlimited' with a verified badge and a 'Follow' button, and the text 'Original audio'. Below this is a video player showing a woman speaking, with the caption 'One step closer to her dream 🌟'. The main text of the post reads: 'Learning a course on financial literacy brought eighteen-year-old Rajni one step closer to her dream of being a lawyer 🙌'. A paragraph follows: 'Passport to Earning trains young people like Rajni with #SkillsRightNow to help move from learning to earning. Thanks to a partnership between YuWaah and CSC Academy, she is one of the 41,000+ girls in India who learnt how to be more financially aware.' At the bottom, there are three hashtags: '#WTISD #MeaningfulConnectivity #ITU'.

genuunlimited • Follow
Original audio

genuunlimited One step closer to her dream 🌟

Learning a course on financial literacy brought eighteen-year-old Rajni one step closer to her dream of being a lawyer 🙌

Passport to Earning trains young people like Rajni with #SkillsRightNow to help move from learning to earning. Thanks to a partnership between YuWaah and CSC Academy, she is one of the 41,000+ girls in India who learnt how to be more financially aware.

#WTISD #MeaningfulConnectivity #ITU

Success Stories: Bangladesh



Zeba

A 22-year-old recent graduate from Jashore, Bangladesh, found herself struggling to secure her first job despite her academic dedication. However, P2E changed everything for her. Through the programme, Zeba not only found a job but also discovered herself and her confidence. *"It wasn't just about finding a job; it was about finding myself and my confidence,"* said Zeba. The skills and support she received enabled her to overcome her initial challenges and successfully step into the professional world.



Anika

A 24-year-old from Bangladesh, faced challenges entering the job market despite excelling in her studies. Through Passport to Earning (P2E), she gained essential skills like Excel and communication, propelling her into a successful career at Inkam Limited. Now financially independent, Anika confidently contributes to her workplace and supports her family, demonstrating the transformative impact of skills training on young professionals.

Success Stories: Nigeria



“Breaking out of that cage was hard, but being free is beautiful.” ✨

Meet Marvelous, a young creative student from Nigeria. Despite doubting her abilities to learn programming, Marvelous took a leap of faith, enrolling in technical and soft skill courses offered by the Girls’ Education and Skills Partnership (GESP) through Passport to Earning.

She is now using her digital [#SkillsRightNow](#) to master poetry 📖 and frontend development 🏠, with her teacher’s support. Let’s continue to empower [#GirlsInICT](#) to unlock their full potential. 🌐

[#YouthLead](#)

Success Stories: Brazil



Otávio
Costa

"I'm 15 years old and I am one of the participants of the Adolescent Citizenship Center (NUCA) in Boca do Acre -AM. Through the 1MiO platform, I took a five-hour graphic production course for designers and won a scholarship to learn English. 1MiO made my big dream come true, as I couldn't afford paying for English course because it's very expensive and through the initiative, I am now able to study English as a second language".





07

Supporting Materials

Commercial Endorsement and Ambassadors



PASSPORT
TO EARNING



Ambassadors Endorsement for Marketing

Using ambassadors as advocates is a powerful way to amplify reach and impacts.

Ambassador endorsements can boost marketing efforts, and here's why:

- 1** Increased Awareness: Ambassadors, with their often-large followings, can help bring UNICEF's cause to a broader audience.
- 2** Enhanced Credibility : Support from well-known figures builds trust and legitimacy, encouraging others to get involved.
- 3** Expanded Networks: Ambassadors can inspire and relate to young people, engaging a larger and more diverse audience.



Rwanda: Ambassadors

Having ambassadors who are relatable and influential among the youth helps create authentic connections with target audience. This personal touch fosters trust and loyalty. Here is an example of how Rwanda have done it:

1. Promotional Videos

The ambassadors participated in a high-quality video that showcases the key features of the platform and their personal experiences using it.

2. Launch Event & Workshops

They attended a launch event of the platform and workshop sessions, engaging directly with participants.

3. Social Media Promotion

The ambassadors have been actively promoting UNICEF's social media channels and the P2E platform by sharing posts, engaging with content, and encouraging their networks to follow and engage with UNICEF.

4. Consultation Workshop

The ambassadors participated in a consultation workshop with the CO, to ensure that the voices of the youth were heard and factored into the outcomes.



Ngabo Karegea Alaxis
—Entrepreneur and Influencer on Instagram and Twitter



Naomie Nishimwe
—Miss Rwanda 2022 and active on Instagram and Twitter



Uwimana Jeanette
—Miss Rwanda Innovation 2022 and active on Instagram and Twitter

Commercial Endorsement: Bangladesh

Examples of commercial endorsements and ambassadors utilized in Bangladesh over social media.



Shaswati Shil, YPAT
Member

"In Bangladesh education technology has been instrumental, in overcoming barriers to girls' learning"



Limi Edwin Biswas
YPAT Member

"Every girl deserves to take part in creating the technology that will change our world"



Shaswati Shil
Bangladesh Young People's
Action Team member

SKILLS
and
EXPERIENCES



Passport to Earning
is a tremendous
OPPORTUNITY

Limi Edwin Biswas
Member, Bangladesh Young
People's Action Team (YPAT)



08

Supporting Materials

Best Practices



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Best Practices (1/4)

Strategy	Set and communicate a local vision, strategy and the expected results (KPIs)
Strategy	Build sufficient time needed for planning and follow an iterative “on-the-go approach” meaning that the strategy is continuously refined and adjusted based on changing requirements throughout the process
Strategy	Design for the future creating a flexible, user-friendly platform that can adapt to changing needs and stay relevant over time
Strategy	Define and monitor the impact delivered in each step during the implementation roadmap
Communications	HQ to ensure that once a country is identified and confirmed for the P2E implementation, all the funding partners and key partners are informed
Programme Governance	Establish the local team with clearly defined roles & responsibilities
Programme Governance	Ensure HQ support and sponsorship throughout the entire process
Programme Governance	Mapping, understanding and utilizing the ecosystem of available partnerships and needs to be matched with adequate UNICEF resources to manage it is key
Resources	Identify the right resources for each roadmap step – youth ambassadors, content lead, engagement partners, etc.
Resources	Resources must bring a deep understanding of local context, processes, team and local landscape
Content	Conduct assessments that help build a clear understanding of local context and needs
Content	Engage and involve youth, local government, and the private sector, through listening workshops, surveys, and more to inform the curation of the content for the platform

Best Practices (2/4)

Content	Identify and map the existing and available content to leverage relevant materials effectively
Content	Check the P2E global repository for courses related to local content strategy priorities/ topics
Content	Find relevant local partners for localization of content as needed
Content	If necessary and possible with funds, hire an instructional designer to create new specialized content and localized existing content
Content	Use the correct templates and guidelines for branding (templates available in this Starter Kit)
Content	Ensure the localized content meets the UNICEF guidelines
Content	Have a group of test users to ensure there are no technical issues
Content - Certification	Leverage private sector and strategic partner relationships to establish credibility of the certificate and encourage young people to complete the courses
Country Priorities	Ensure the local strategy is aligned to the country priorities
Country Priorities	Define a clear guideline on how to manage the given local context
Content	Identify and map the existing and available content, to leverage global content library

Examples

- Bangladesh strategy was to assess local ecosystems which helped them identify a local partner Shombov. It also helped them secure additional funding under the girl's education and skills partnership programme.
- India's strategy was to focus on course completion and target maximum completions.

Best Practices (3/4)

Platform Implementation	Infrastructure Analysis: Network Performance Analysis tools (e.g., SolarWinds Network Performance Monitor) to assess bandwidth, latency, and network stability across potential implementation sites in the Philippines.
Platform Implementation	Hardware Assessment: Asset management tools (e.g., Snipe-IT) to inventory and manage hardware resources such as computers, tablets, and mobile devices that will be used for the P2E programme.
Platform Implementation	Software and Application Review: Application Performance Management (APM) tools (e.g., New Relic, Dynatrace) to monitor the performance and reliability of software applications critical to the P2E programme, ensuring they meet usability and performance requirements.
Platform Implementation	Ideally the Data Security and Privacy Assessment: Security Information and Event Management (SIEM) tools (e.g., Splunk, IBM QRadar) to monitor and analyze security events, ensuring compliance with data protection regulations and identifying potential vulnerabilities.
Platform Implementation	Digital Literacy and Access Analysis: Digital Inclusion Assessment tools (e.g., GSMA Mobile Connectivity Index) to evaluate digital access, literacy levels, and barriers to technology adoption among the target populations.
Platform Implementation	Economic Viability and Sustainability Evaluation: Cost-Benefit Analysis tools (e.g., Palisade @RISK) to assess the economic feasibility and long-term sustainability of implementing the P2E programme in various locations across the country.

Best Practices (4/4)

Planning	Design activities throughout the program life cycle to learn and make course corrections in implementation
Planning	The process should be iterative where learnings are continuously embedded in the next steps
Planning	Build moments in planning where there is time to learn, adjust and pivot
Integrations	Ensure to identify and plan the necessary integrations at the project's outset to streamline development and avoid delays later
Integrations	Ideally the P2E platform should be integrated with the local government platforms for maximum visibility and ease of access for the youth and public/private partners
Integrations	Leverage existing platforms and course content and integrate them for a faster go-live
Integrations	Engage third parties early in planning such as LP team and Tech Support
KPI	Clearly establish what you want to achieve in Reach vs Impact
KPI	Ensure you leverage the standard features of the platform (P2E dashboard reports course registrations and completions)
KPI	Have a clearly defined incentivization model for young people and facilitators
KPI	Use a PowerBI dashboard to customize data points to track and for more accurate reporting



09

Supporting Materials

Templates



PASSPORT
TO EARNING



Generation Unlimited (GenU) Brand Guidelines

Description

This Brand Guideline document is an essential manual for maintaining a consistent and impactful brand identity across all communications. It outlines GenU's mission, purpose, and overarching principles, providing detailed specifications for logo design, usage, and translations to ensure consistency and global reach.

The document defines the brand colour palette, typography, and provides templates for social media, PowerPoint, video, Word documents, etc. to ensure a consistent brand voice that aligns with GenU's visual style.

Link to Template

[Here](#)



Branding and Communication

Guidelines for Private Sector Partnerships

Description

This document is a crucial manual for maintaining a consistent and impactful brand identity in collaboration with UNICEF. It provides detailed guidance on visually expressing the UNICEF brand, creating compelling content, and developing a powerful partnership narrative. The document covers how to create visual associations with UNICEF's logo, name, and brand, ensuring all creative materials align with UNICEF's identity. This includes guidelines for using the UNICEF logo and the distinctive cyan color. It also provides recommendations for writing and talking about the partnership in a way that respects UNICEF's brand identity and adheres to the non-endorsement disclaimer policy.

Additionally, the guidelines outline the policy on using UNICEF images, focusing on representing children and their communities accurately and respectfully. It offers recommendations for visual execution, helping partners create cohesive content that effectively communicates the partnership's essence.

Link to Template

[Here](#)



Terms of Reference (TOR)

Description

This "Terms of Reference (TOR)" document is used with external partners for sourcing content, outlining the scope, responsibilities, and parameters of a project or engagement. It clarifies objectives, defines tasks and milestones, and allocates responsibilities among parties involved. Additionally, it may establish governance, decision-making processes, and communication protocols, as well as address logistical and administrative aspects. By providing clarity and structure, the TOR facilitates effective collaboration, accountability, and successful project outcomes.

Note: this template is for Bangladesh but can be localized.

Link to Template

[Here](#)

TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT (above US\$ 2,500)

Title of the assignment	Content Design and Adaptation for Passport to Earning (P2E)
Purpose	<p>The overall purpose of the assignment is to design and/or adapt course content for online and blended delivery based on defined pedagogy and methodologies with assessment tools for assessing knowledge and behavioural aspects of learning and certification.</p> <p>We are seeking an organization with experience in designing and developing <u>creative, well-researched and strategically aligned</u> instructional content in Bangla language explicitly tailored for honing essential transferable, employable and workforce skills for young people aged 13 – 24 with specific focus on adolescent girls, young women and young people with disabilities.</p> <p>The e-learning content need to be effective and appealing to the target group with a keen emphasis on seamless delivery of knowledge and practical application.</p> <p>The organization need to demonstrate familiarity with instructional design principles and expert understanding of youth friendly learning theory and adeptness in leveraging instructional technologies.</p> <p>We are specifically interested in attracting vendors with a social impact strategy and motivation to contribute to P2E content through shared value from existing inventory in support of and beyond deliverables stipulated in the TOR.</p>
Location	<p>Dhaka, Bangladesh:</p> <p>The organisation needs to be based in Bangladesh and capable of developing e-learning content and assessment in Bangla language.</p> <p>Close cocreation and collaboration young people, employers, industries, and channel partners within the ecosystem of P2E is required and will be facilitated in partnership with UNICEF.</p>
Estimated Duration	<p>Enter the number of months and estimated start date:</p> <p>April 1, 2024 – Dec 31st, 2024</p>
Estimated Budget	25,000 usd
Technical Supervisor of this assignment	Marianne Oehlers, Programme Manager Generation Unlimited Bangladesh, UNICEF

1. Background

Memorandum of Understanding (MoU)

Description

The Memorandum of Understanding (MoU) is a formal agreement outlining the terms for distributing educational materials through UNICEF's P2E platform. It articulates shared goals, specifies roles and responsibilities, and addresses operational details such as intellectual property rights, data protection and financial arrangements. By formalizing the partnership between UNICEF and its collaborators, the MoU at its core articulates the shared objectives of the partnership.

Link to Template

[Here](#)

{PARTNERS LOGOS}

Memorandum of Understanding between the United Nations Children's Fund (UNICEF) and {PARTNER}

1. Purpose and Scope

This Memorandum of Understanding (MOU) is entered into by and between {PARTNER} Organization ("{PARTNER}") and the United Nations Children's Fund ("UNICEF"), for the distribution of educational materials through UNICEF's P2E {Country Office} platform. This MOU is effective for a {AGREED PERIOD} month period starting {START DATE}.

2. Grant of Rights

{PARTNER} grants UNICEF a non-exclusive right to publish, distribute, promote, and store the educational materials in agreed territories. All intellectual property rights remain with {PARTNER}. UNICEF may not modify or alter the materials without {PARTNER}'s written consent.

3. Promotion and Marketing

UNICEF is authorized to promote the {PARTNER} Material on various channels, including social media and its website, and in demos to partners, provided that such promotion is in line with the purpose of this MOU.

4. Storage and Manipulation of Material

UNICEF is permitted to store the {PARTNER} Material on its servers and manipulate it as necessary for the purposes outlined in this MOU, subject to {PARTNER}'s prior written approval for any alterations.

5. Obligations of {PARTNER}

{PARTNER} will provide the educational materials and metadata to UNICEF. {PARTNER} guarantees that these materials do not infringe any third-party intellectual property rights.

6. Obligations of UNICEF

UNICEF agrees to use the materials solely for educational purposes and provide {PARTNER} with periodic reports on user engagement and progress. UNICEF will ensure Digital Rights Management technology is applied to the materials.

7. Data Protection and Personal Data

Both parties agree to comply with applicable data protection laws. A data processing agreement may be signed if necessary to ensure compliance with such laws.

8. Term, Breach, and Termination

The term of this MOU is {AGREED PERIOD} months from {START DATE}. Conditions for termination and consequences thereof are outlined, including provisions for breach of agreement.

Workplan

Description

This "Workplan Template" is a structured Excel sheet designed to provide an overview of activities, expected outcomes, budget allocations, notes, and timelines during the rollout and implementation of P2E. This document serves as a structured plan, detailing key tasks, milestones, and their respective deadlines. Each activity listed in the workplan template is accompanied by specific expected results or deliverables, ensuring clarity on project objectives and outcomes. Budget allocations are also included to outline financial resources allocated to each activity, facilitating effective resource management and financial planning.

Link to Template

[Here](#)

Activities	Expected Results	2023												Budget	Notes	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Planning																
Finalization of U-Report workplan																
Finalization of P2E work plan																
Partnerships building																
Partnerships with ministries and public institutions (including National Employment Agency (ANPE))																
Engagement of youth associations/networks																
Partnerships with private sector, including mobile operators																
Secure support from the UN Resident Coordinator's Office for strategic positioning of GensJ in Niger and coordination with other UN agencies																Has this been done?
Governance																
Establishment of a working group with ANPE and implementing firms																
Establishment of the steering committee with the government and key partners																
Platform development																
Development of a digital training platform in partnership with Microsoft																
Creation of content																
Implementation of skills delivery and economic opportunity activities																
Schedule and partnership with implementing firms																
Online training delivery to 3,000 adolescents and young people on P2E platform																
Verification and capacity building workshops for 50 organizations, networks, or entrepreneurs/start-ups to be connected to P2E program to provide training opportunities to adolescents and young people																
Connecting 400 adolescent and young people to internship opportunities or shadowing opportunities																
Organization of career counseling or business plan guidance for 20,000 young people by 200 learning and career advisors																
Verification and capacity building workshops for 200 learning and career advisors to provide holistic support to enhance employability																
Equipping Youth Promotion Centers (CPI) and Vocational Training Centers (CFM) to provide young people tools, information, and safe spaces to improve their lifelong learning and employability including in emergency situations																
Youth engagement																
Study to develop a skills toolkit and an advocacy guide related to enhance skills needed by young people in social engagement and employability fields																
Monthly polls on skills and employability via the U-Report digital platform for 20,000 young people																
Monitoring and reporting																

P2E Global Strategy 2025-2030

Description

The "P2E Global Strategy 2025-2030" document serves as a comprehensive roadmap for P2E, outlining strategic priorities and ambitions aimed at transforming educational access and employability for youth globally.

Link to Template

[Here](#)

Passport to Earning

Global Strategy 2025 - 2030



Agreement for Content Sharing

Description

The "P2E Global Strategy 2025-2030" document serves as a comprehensive roadmap for P2E, outlining strategic priorities and ambitions aimed at transforming educational access and employability for youth globally.

Link to Template

[Here](#)

[UNICEF Letterhead]

[DATE]

International Youth Foundation
201 International Circle, Suite 230
Baltimore, Maryland 21030
Attention: Susan Reichle, President and Chief Executive Officer

Collaboration with the International Youth Foundation for e-learning services and content to support UNICEF's education programmes

Dear Ms. Reichle,

Thank you for the generous offer by the International Youth Foundation ("IYF") to support the United Nations Children's Fund ("UNICEF") by making available to UNICEF and its beneficiaries, at no cost, IYF's digital content of the registered and copyright content Passport to Success[®] Traveler, and subsequent language versions, through UNICEF's Learning Passport platform (the "UNICEF Learning Platform"). We recognize and welcome your organization's commitment to helping UNICEF achieve the Sustainable Development Goals for children.

UNICEF and Generation Unlimited, through the Learning Passport platform, aim to provide continuous access to education for children and young people around the world and drive improved learning outcomes through high-quality, portable education to support their entry into other education or opportunity pathways, including formal education. Acknowledging the high quality of IYF's content, UNICEF welcomes the opportunity to make IYF's content available through the UNICEF Learning Platform, by the licensing of content from IYF to UNICEF.

This letter confirms that UNICEF accepts your offer to support us and sets out the arrangements our organizations have agreed on with regard to our collaboration (the "Collaboration").

The details of the licensing of content from IYF, your support, as well as the general provisions that we have agreed will guide our Collaboration, are set out in the attachment to this letter. This letter together with its attachments is referred to as the "Agreement".

We will consult with each other throughout the Collaboration to ensure its smooth and effective implementation and to share comments and observations. As our Collaboration draws to a close, we will discuss with each other the results of our joint activities and may agree to extend, expand or modify our Collaboration and may modify this agreement or enter into a new agreement accordingly to reflect our new commitments.

If this letter, and its attachments, accurately sets out our agreed arrangements, please countersign the letter at the place noted below and return a copy to us.

We look forward to working with you for this Collaboration and take this opportunity to thank you again for your support for children.

Technical Proposal

Description

This document serves as a comprehensive template for partners to present their proposals for content development and translation services. Tailored initially for India, this template is designed to be adaptable and localized to suit the unique needs and contexts of different regions.

The document provides a structured format for partners to outline their approach, methodologies, and capabilities in developing and translating educational content. It includes sections for detailing the scope of work, timelines, budget estimates, and key deliverables, ensuring a clear and thorough presentation of the proposed services.

Link to template

[Here](#)

ANNEX B

TECHNICAL PROPOSAL - CONTENT & FORMAT

The technical proposal of the bidders should contain the following minimum information. Bidders are free to provide, any other information that they deem fit and relevant in support of their bid.

Technical Proposals should not exceed 20-25 pages.

Section-1 Experience:

- a) In this chapter you should list out your experience in Content Production including the number of years in operation, relevant projects, and notable clients served along with experience in translation for various communications products
- b) Provide relevant certifications, awards and accolades
- c) Capacity and Size of infrastructure - in house / sub-contracting arrangements / working in a consortium
- d) Out of the list of notable clients, provide information of 2-3 assignments for which your company and your company's personnel were contracted. Please use the format specified in Annex-C or any other format you prefer.

Section-2 Samples:

- a) Sample of your best work on content creation done in the last three years that are similar to the scope of work outlined in this document (Share links of at least 2 samples)
- b) Atleast 2 samples of translation where UNICEF will compare original content with translated content i) English to Hindi; and ii) English to Odiya

Section-3 Methodology & Risk Assessment

- a) In this chapter, you should explain the approach you would undertake to deliver this requirement and explain the methodology you propose to adopt.
- b) You will indicate quality assurance mechanisms for this proposed methodology along with timelines for implementation.
- c) Risk assessment and mitigation measures-recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral problems
- d) Indicate any new innovative solutions within the proposed methodology
- e) Please provide an explanation to indicate your ability to handle editing, copywriting and proof-reading tasks in both English, Hindi and all the main Indian Regional languages.

Section-4: Team Structure and Organizational capacity:

- a) List the core team members' roles and responsibilities with a brief CV;
- b) SMEs relevant experience
- c) Retention of key staff/ back-up plan
- d) Gender Diversity and Disability inclusion in your teams if applicable.

Section-5: Sustainable Procurement:

- a) Sustainable procurement requirements please refer to point 5 in Annex E (Evaluation Criteria).

PLEASE NOTE ALL THE TECHNICALLY QUALIFIED BIDDERS WILL BE REQUESTED TO SUBMIT THEIR LAST 2 YEARS FINANCIAL STATEMENTS (BALANCE SHEETS, P&L ACCOUNTS ETC.) FOR FINANCIAL ASSESSEMENTS BY OUR HEADQUARTERS. THIS IS A MANDATORY REQUIREMENT.

Financial Proposal

Description

This document serves as a template for partners to present financial proposals, including estimated costs for content development and translation.

Link to template

[Here](#)

ANNEX-D

FINANCIAL PROPOSAL

PLEASE PROVIDE FINANCIALS ON YOUR COMPANY'S LETTERHEAD

(A) Content Development

A course can have between 1 to 6 modules each of between 2 and 3 hours of learner engagement.

Each learner hour will consist of

1. 20 minutes of video (Level 1)
2. Approx 30 MCQs
3. Other artefacts as appropriate (as explained in the Instructional Approach)

Please provide your financial bid for each module in the template below. You must provide costs for each of the models below.

	Deliverable	Fee in INR (excluding taxes)
1	1 hour of learning content with Simple Animation* Video	
2	1 hour of learning content with Simple Animation and Live* Video (Live filming with actors or stakeholders)	

(B) Translation Costs

	Deliverable	Fee in INR (excluding taxes)		
		English to Hindi	English to Bangla, Marathi, Gujarati, Odiya, Kannada, Telugu and Tamil	English to any other Indian languages
1	Text Translation			

	Deliverable	Fee in INR (excluding taxes)		
		Hindi	English to Bangla, Marathi, Gujarati, Odiya, Kannada, Telugu and Tamil	English to any other Indian languages
1	Audio Recording			

	Deliverable	Fee in INR (excluding taxes)
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Content Contribution Email

Description

This template is a formal communication from a focal point at the P2E Country Office to an organization contributing course content to P2E. The message thanks the organization for their contribution, explains the purpose and benefits of the P2E platform, outlines important considerations regarding content sharing, and provides instructions on acceptable content formats. It also mentions that student engagement data will be shared quarterly to maintain a collaborative relationship. The template concludes with a request to share the content and an invitation to reach out with any questions or concerns.

Note: Remember to attach the excel file to the email.

Link to template

[Here](#)

Dear _____,

I hope you are doing well. I am {Focal Point Name} from {P2E Country Office}. We are supporting {P2E Country Office} with content curation for the P2E Platform.

We would like to thank {Organization Name} for contributing course content to Passport to Earning (P2E) Platform.

P2E is an e-learning web-based tool and skilling platform, aims to provide young people (15-29 years old) with job-relevant skills and position them for job opportunities free of cost. P2E provides open access to all the courses to anyone who registers on the platform. We thank you for contributing your content to a repository that can enable learners to build key 21st century skills.

Towards enabling access to quality learning content, P2E will be open to all.

Important points to consider before sharing content are as follows:

- Your content will be accessible for free to an ever-growing community of learners who access the Passport to Earning platform. That said, the IP rights of your content shall always remain with you and hence no changes will be made to your content without your approval.
- We shall provide the data on student engagements, completion and retention for the courses contributed as more and more young people learn through P2E. The data on content usage will be shared with you quarterly starting with the quarter of {DATE TO BE AGREED}. This shall ensure a sustained collaboration between our organizations.

To be able to upload the content on the P2E Platform, we request you to share the content.

The acceptable formats are as follows:

1. **Video formats:** MP4, 3GP, 3G2, 3GP2, AVI, MPEG, MPG, WMV, VOB, MKV, FLV, DV, TS, ASF, M4V, MOV
2. **Audio formats:** MP3 & OGG
3. **Other formats:** PDF, PPT, PPTX, DOCX, HTML, ePUB, SCORM (1.2 version)

Attached below is an excel sheet. We request you to please fill it and share it back with us along with the courses in an acceptable format.

Feel free to reach out to us if you have any questions or concerns.

Regards,

Content Contribution Email

Description

This template is a formal thank-you letter from a Country Office representative to an organization for providing course content for P2E. It acknowledges the organization's contribution to a specific course and highlights the mission of P2E as a Public-Private-Youth-Partnership (PPYP) aimed at preparing young people for work and active citizenship. The letter emphasizes the importance of high-quality, engaging, and innovative content for empowering youth with 21st-century skills. It also mentions the intention to share student engagement data to ensure sustained collaboration and expresses gratitude towards specific team members for their support and participation, with hopes for future collaboration.

Link to template

[Here](#)



ACKNOWLEDGEMENT LETTER

Dear {Organization Head},
{Organization name}

On behalf of {Country Office}, we would like to thank {Organization Name} for providing course content on {Course Name} for {P2E Platform} Passport to Earning (P2E) Platform.

As you may know, P2E {Country Office} is a Public-Private-Youth-Partnership (PPYP) that aims to prepare young people to transition from education and learning to productive work and active citizenship. It is incubated by UNICEF, together with public and private sector partners, UN Agencies, civil society organizations, foundations, and young people who are at the center of all our initiatives.

Passport to Earning (P2E), an e-learning web-based tool and skilling platform, aims to provide young people (15-29 years old) with free, job-relevant skills, and position them for job opportunities. Content is an integral part to P2E as it allows us to empower youth with relevant skills and abilities to thrive in the 21st century. We ensure only highly curated content is part of the platform, which is not only engaging but follows the principles of content appropriateness, effectiveness and innovation. We highly appreciate the support of {Organization name} in providing content on {Content/Course Name} which shall help young people learn {Skills to be learnt through the course} and help them fulfil their potential. We would be happy to provide the data on student engagements, completion and retention for the courses contributed as more and more young people learn through P2E. This shall ensure a sustained collaboration between our organizations.

We would especially like to thank {Team Members' Names} for their continuous support, inspiring insights, and engaged participation. We sincerely hope that our organizations can work together on more projects in the future.

Regards,

Frequently Asked Questions (FAQ)

Description

This is an FAQ document for content providers interested in contributing to P2Eplatform. It addresses common queries such as the free-of-cost policy for users, feedback mechanisms, the process for becoming a content provider, acknowledgment of contributions, the partnership duration, and exit procedures. The guide aims to provide clarity on the collaboration process and ensure a smooth partnership experience.

Link to template

[Here](#)

◇ FAQ for content providers:

1. Can I charge money from candidates for the courses they enroll for on P2E?

No, P2E is a global learning platform to provide access to high-quality content, free of cost, to all its users.

1. How will I get to know whether the users are liking my content?

P2E will collect periodic feedback from users and conduct impact surveys. The analysis of these surveys will be shared with respective content providers to help them further enhance their courses.

1. How can I be part of the P2E initiative as a content provider?

Step 1: Interested content providers should send an email to {email contact} Or you can fill out: {Call for content form}

Step 2: The P2E team will understand/evaluate the course and revert if the course is in alignment with the P2E users' needs.

Step 3: An agreement will be signed between {P2E Country Office} Gen UNICEF & the content provider.

Step 4: P2E team will reach out to you, to get the course output/files which will need to be shared by you, to upload to P2E. In case of API integration, a separate conversation would need to be initiated.

1. How will I be acknowledged for my course(s)?

Due credit will be given to the content provider on P2E. Users will also be able to view the content provider's name and branding logo.

1. What will be the duration of the partnership between {P2E Country Office} UNICEF and the content provider?

3 years; after which, it shall be renewed on mutually agreeable terms.

1. Can I exit the partnership?

Yes, you can. However, due notice (3 months) will need to be given to {P2E Country Office} UNICEF, so that the learners can be allowed a smooth transition.



10

Supporting Materials

Glossary



PASSPORT
TO EARNING



Glossary (1/3)

Term	Expansion (if applicable)	Description
API	Application programming Interface	An interface that allows different software applications to communicate and interact with each other, facilitating the exchange of data and functionalities.
CBSE	Central Board for Secondary Education, India	Is a national level board of education in India for public and private schools, controlled and managed by the Government of India.
CSC	CSC Academy	CSC Academy, under the Digital India programme, provides education and skill development to enhance employability and entrepreneurship, particularly in rural areas.
CSO	Civil Society Organization	<p>CSOs are UNICEF partners across more than 190 countries and territories. They are a diverse group of associations independent of the public and for-profit sectors and designed to advance collective interests. They can include:</p> <ul style="list-style-type: none">• Non-governmental organizations (NGOs)• Service organizations and clubs• Faith-based and religious organizations• Membership-based organizations• Universities, think tanks and research institutes• Diaspora organizations• Women's organizations• Social movements• “Sports for development” organizations.
Digital Skills		<p>Covers a broad spectrum of abilities from basic computer literacy to AI essentials, including digital productivity, using AI tools, cybersecurity, and digital communication, to prepare youth for the digital economy and support the closing of the digital divide.</p> <p>i.e. Digital Productivity Cybersecurity essentials, AI essentials, AI for content creation.</p>

Glossary (2/3)

Term	Expansion (if applicable)	Description
Entrepreneurship		<p>Fosters entrepreneurial skills, encouraging innovation, problem resolution and self-employment. This includes teaching business planning, market analysis, risk management, and the ability to recognize and seize business opportunities. Content from this pillar will be enriched through the materials from ImaGen Ventures, leveraging real-world entrepreneurial experience and showcasing their skilling resources.</p> <p>i.e. the Art of Problem Definition, Social Innovation, Presentation Skills, Leadership.</p>
Financial Literacy		<p>Empowers young people with the essential skills to manage money effectively, understand financial markets, budgeting, and investing, ensuring they can make informed financial decisions and secure their economic future.</p> <p>i.e. Introduction to Financial Literacy, Budgeting and Saving, Financial Planning for Young Adults.</p>
FGD	Focus Group Discussion	<p>Is a qualitative research method where a small group of people discusses a specific topic guided by a moderator, used to gather diverse perspectives and insights.</p>
Gen U Country		<p>delivers programmes within the learning to earning and social impact space which are catalyzed, funded and/or technically supported by GenU either through UNICEF or in-country PPYP consortiums. There are 3 Categories of GenU Countries: Accelerator Countries, Priority Countries, and Other Countries.</p>
GESP	Girls' Education and Skills programme	<p>Is an initiative at empowering girls through education and skills development, promoting gender equality and enhancing their opportunities for future success.</p>
Green Skills		<p>Addresses the skills needed for jobs related to environmental and sustainable practices. This includes knowledge of renewable energy technologies, sustainable agriculture practices, and green business operations, positioning young people to succeed in eco-friendly industries.</p> <p>i.e. Sustainability essentials, green entrepreneurship, Waste Management, Renewable Energies.</p>

Glossary (3/3)

Term	Expansion (if applicable)	Description
Job Readiness		Prepares learners for the workforce by teaching vital skills such as resume writing, interview techniques, workplace etiquette, and communication, enhancing their employability and readiness for an evolving professional environments. i.e. Writing a Resume, Applying for Job Online Portals, Preparing a Job Interview, ,AI for job Readiness
MCT	Microsoft Community Training Platform	Is an online learning platform designed to provide scalable, customizable training solutions.
MoE	Ministry of Education	Is a government department responsible for overseeing educational policies and programmes within a country.
MoYAS	Ministry of Youth Affairs and Sports	Is a governmental department that focuses on youth-related policies, programmes, and sports activities within a country.
MYE	Meaningful Youth Engagement	MYE focuses on actively involving young people in decision-making processes and policies that affect them.
NGO	Non-Governmental Organization	Is a non-profit organization independent of government involvement, operating to address social, environmental, or humanitarian issues.
P2E	Passport to Earning	Is a learning-to-earning solution that trains and certifies youth with free in-demand, job-ready skills at scale.
REST API	Representational State Transfer Application programming Interface	A web service enabling software applications to interact over the internet using standard rules and web addresses, following the principles of Representational State Transfer.
R&L	Research and Learning	Refers to the process of gathering information, studying it, and acquiring new knowledge or skills.
SC	Steering Committee	A group of individuals responsible for providing guidance, direction, and oversight for a particular project, initiative, or organization.

Key Terms

Term	Description
API	Application Programming Interface
CBSE	Central Board for Secondary Education, India
CO	Country Office
CSC	CSC Academy
CSO	Civil Society Organization
FGD	Focus Group Discussion
GESP	Girls' Education and Skills programme
KPI	Key Performance Indicator
LP	Learning Passport
LTA	Long Term Agreement
MCT	Microsoft Community Training Platform
MERL	Monitoring, Evaluation, Research & Learning

Term	Description
NEET	Not in Employment, Education, or Training
UNICEF	United Nations International Children's Emergency Fund
UNV	United Nations Volunteer
UX	User Experience
YAB	Youth Advisory Board
YEG	Youth Engagement Guide
MoE	Ministry of Education
MoYAS	Ministry of Youth and Sports
MYE	Meaningful Youth Engagement
NGO	Non-governmental Organization
P2E	Passport to Earning
REST API	Representational State Transfer Application programming Interface
R&L	Research and Learning
SC	Steering Committee
UN	United Nations

Appendix

Global Priorities

Delivering the ambition of the Global Strategy is dependent on having an effective, agile, and resourced programme, supported through efficient and effective ways of working with UNICEF and partners. The priorities outlined below encapsulate the areas of focus for the global programme moving forward.



Priority 1: Content

Provide engaging, accessible, certifiable and market-relevant content



Priority 2: Platforms

Ensure a reliable, user-friendly, free, and interoperable platform



Priority 3: Learning-to-Earning Models

Test scalable and sustainable models linking youth to decent and meaningful earning pathways



Priority 4: Country Support

Support countries better, more efficiently, and continuously throughout their P2E journeys



Priority 5: Programme Footprint

Seed and sustain P2E programmes across geographies



Priority 6: MERL* and Communication

Continuously learn, measure, disseminate knowledge and adapt P2E programming

*MERL: Monitoring, Evaluation, Research & Learning



The priority: Provide engaging, accessible, certifiable and market-relevant content.

What this means: P2E will execute a content strategy designed to enhance the employability and skills of young people by providing accessible, high-quality educational content tailored to the demands of the 21st-century job market. This involves developing content based on a structured taxonomy that focuses on five key skill areas: Financial Literacy, Job Readiness, Entrepreneurship, Digital Skills, and Green Skills. Global-to-local relevance will be driven through a global content library that implementing countcan adapt and localize to meet regional needs. It also highlights the importance of strategic partnerships with industry leaders and educational institutions to enhance content quality and recognition; and making content accessible offline and mobile-friendly.

Why this matters

- Ensures quality of skilling: Without content, P2E loses a substantial offering to young people. By curating courses that focus on skills with clear pathways for young people to access jobs, P2E reduces risks of skill gaps for target youth and facilitates a smoother transition to post-skilling opportunities.
- Leverages P2E's economies of scale: By providing globally-relevant yet locally-adaptable content, countries access resources that they can deploy to help learners to succeed in diverse environments, whilst attaining programme efficiency.
- Provides skilling for all: Accessible, engaging content attuned to the learning needs and preferences of different groups of young people makes sure P2E delivers relevant skilling.

How we will do this



Global level

- Develop a guiding taxonomy structure
- Develop a global content repository with foundational courses for country/regional localisation
- Establishing a review process that keeps content relevant and youth-centred



Country level

- Develop local strategies in collaboration with country offices.
- Support localization to ensure content is inclusive and addresses the diverse needs of learners in different contexts.
- Collaborate with recognized industry leaders and educational institutions to create relevant and certifiable content.
- Guide country offices in curating content that meets the specific needs of their youth.



The priority: Ensure a reliable, youth-friendly, free, and interoperable platform that provides a seamless user experience for young people on P2E.

What this means: We aim to use platforms that minimise disruptions to learners' experience (i.e., reduced crashes, unplanned downtime and bugs). To the extent possible, the features and interface will take into consideration features that make it easier for young people to stay engaged. For example, we will explore the integration of accessibility features and AI tools to make the learning process more inclusive. P2E will also continue to pilot integrations with other platforms, especially aggregators, as this connects young people to existing opportunities provided by partners.

Why this matters

- Supports youth retention: A positive user experience keeps young people engaged in the platform longer. This keeps them engaged in their learning journey, whilst reducing the resources required to encourage them to complete courses.
- Facilitates a seamless journey to other platforms: Where P2E links to other platforms, making sure young people can switch between the two with ease reduces the risk of dropping out and increases the likelihood of them accessing opportunities.
- Springboard for collaboration: A reliable and youth-friendly, free LMS becomes a public good that other skilling actors can benefit from in-country.

How we will do this



Global level

- Assess platform's capacity to meet programme requirements vis-à-vis alternatives
- Develop a UX roadmap for P2E and a list of priority platform improvements (including integrations)
- Pilot platform integration between P2E and GenU aggregators, such as Yoma and Youth Hub
- Explore the inclusion of AI tools into the platform, to the extent possible
- Include accessibility features into the platform



Country level

- Ensure a digital landscape analysis informs the deployment plan for the P2E platform in-country
- Deploy offline and native apps of P2E in priority countries
- Embed feedback loops in the platform to hear about young people's experience



The priority: Test scalable and sustainable models linking youth from skilling to decent and meaningful earning pathways.

What this means: P2E will test implementation models that skill young people at scale and subsequently connect them to partners that provide wraparound services intended to support transitions to earning opportunities. Models that demonstrate results will be positioned for scale and sustainability by exploring how these could be integrated into government educational and training systems and other large-scale skills and youth employment programmes. Furthermore, to maximise economies of scale in countries, P2E will aim to connect to other digital platforms – whether programmatically or technologically – to provide pathways post-completion.

Why this matters

- Positively impacts young people: Whilst addressing the skills gap remains a challenge globally, it is equally important for young people that the skills acquired have clear links to the labour market. An earning opportunity, be it through paid apprenticeships, jobs or business, enable them to tap into their potential and contribute as active members of society. It also supports the holistic development and empowerment of individuals themselves, particularly those in situations of vulnerability and/or marginalisation.
- Tests what works: As a full learning-to-earning pathway was beyond the initial design of P2E 1.0, 2.0 will invest on models that leverage evidence of what works in connecting youth to earning opportunities, iterating them, and embedding those that deliver results to scale to reach more young people.

How we will do this



Global level

- Provide guidance, tools and resources that help countries design learning-to-earning pathways for P2E
- Mobilise resources to support testing and scale of models in countries
- Unlock opportunities for strategic partnerships with other organisations that support learning-to-earning pathways for youth
- Document lessons learned and recommendations to improve P2E implementation models



Country level

- Design P2E programmes with the full learning-to-earning pathway as a focus, including mapping providers of additional wrap-around services
- Partner with existing skilling and job platforms to integrate P2E into the local tech ecosystem
- Leverage relationships with relevant ministries to drive implementation of P2E post-pilot
- Develop a local sustainability strategy for P2E



The priority: Support countries better, more efficiently, and continuously throughout their P2E journeys .

What this means: Whilst P2E country teams deliver results for young people, an entire system enables them to be adequately resourced, capacitated, and positioned to do so. In the next phase, the aspiration is to significantly enhance and systematise the provision of programme and technical support from the global teams, and increasingly, the involvement of regional offices and National Committees, among others. This entails clarity over what support is needed, how it will be delivered, by when and by whom. It also includes understanding that the support needed will differ when P2E is being set up, piloted, and being positioned to scale.

Why this matters

- Enables all teams to deliver results: As a global programme, P2E needs to effectively manage the variation in operating contexts and capacities of teams driving the results. Reaching the global ambition will entail all teams receive the support they need, which includes maximising the centralised programme and technical services from UNICEF and GenU, as well as leveraging the expertise of regional offices and National Committees, among others.
- Minimises programme risk: Although implementation delays and challenges are normal in programmes, P2E's ability to deliver its ambition by 2030 also involves the global team proactively mitigating manageable risks that impact implementation (e.g., tech issues, programme continuity, staff capacity constraints).

How we will do this



Global level

- Map out and communicate support to be expected from HQ at each stage of the P2E life cycle
- Establish clear and streamlined processes that are easily adaptable across different country offices
- Develop practical guidance and tools to minimise time countries need to implement P2E
- Foster effective working relationships with ROs, COs and other UNICEF departments.
- Ensure the global team is also sufficiently resourced to provide timely and impactful support to country offices



Country level

- Clearly communicate local P2E vision and programme support needs ahead of time
- Mobilise resources and in-country partnerships to support local programme teams
- Facilitate collaboration between P2E teams and other sections and teams within UNICEF



The priority: Seed and sustain P2E programmes across geographies.

What this means: P2E will incrementally expand its geographic footprint from 7 in 2024 to 15 countries by 2030. It will also seek to distribute the overall target of 20m skilled and 1m youth in opportunities equitably across these countries, taking into consideration potential for scale and sustainability, existing and pipeline funding, and country interest. Furthermore, bearing in mind the operating capacity of the global team, the growth in programme footprint will take a phased approach in supporting the continuity and scale of existing programmes and starting P2E in new countries.

Why this matters

- Demonstrates a global reach: A results portfolio that represents different countries and geographic regions conveys the global nature of a programme. As proof of concept is demonstrated across these areas, P2E can thus show the replicability of its implementation models across a wider variety of operating contexts and realities.
- Equitably distributes results for youth: By expanding P2E's footprint, the programme positions results and resources to be shared with more countries, which potentially creates opportunities to increasingly go where P2E is needed. For example, in P2E 1.0., most results come from one country, and this has built momentum for the entire programme. In P2E 2.0., whilst the same country will still generate majority of the results due to its size and resource pipeline, the share will be reduced by at least 30%.

How we will do this



Global level

- Establish a country selection framework and expansion roadmap, in consultation with ROs, partners and other stakeholders
- Work with ROs in providing strategic guidance for seeding and/or sustaining P2E in countries, including potential alignment with other initiatives in the region
- Support existing countries in developing sustainability strategies, fundraising, and generating in-country support for P2E continuity
- Prepare a global fundraising strategy informed by expansion plans for the programme



Country level

- Develop a sustainability strategy for P2E programmes, including mapping its alignment with UNICEF's Country Programme Document and government strategic plans
- Actively fundraise for P2E locally



The priority: Continuously learn, measure, disseminate knowledge and adapt P2E programming.

What this means: P2E will increasingly improve the way it implements interventions that skill and connect youth to earning pathways by learning from implementers, including P2E teams and external practitioners; generating and sharing knowledge of what works (and doesn't); and measuring and articulating better our impact. Knowledge management (KM) will be built into the programme cycle and guided by a KM agenda that focuses on addressing critical knowledge gaps. As a global programme, P2E will work with partners to set up mechanisms to find out what happens to youth post-skilling, and aligning knowledge and results with strategic communication activities.

Why this matters

- Enables programme refinements: P2E implementation in 1.0. has started to generate lessons learned about various components of the programme approach. These insights have been valuable in informing the implementation strategy and models of countries. It will continue to be important with the aspiration to carve earning pathways for youth through P2E as it is a new area for the programme with much to learn from.
- Helps stakeholders understand what P2E can do: As P2E generates results at scale, strategically communicating through the right messages and medium, and maximising key moments will convey the programme's achievements in the manner that stakeholders will appreciate and understand.

How we will do this



Global level

- Finalise a global MERL framework
- Set up global and country P2E results dashboards
- Mobilise resources for KM and communication activities
- Test tools and approaches for post-skilling measurement
- Conduct action learning, assessment and evaluation studies with countries
- Support and/or organise, to the extent possible, regular spaces to share and disseminate knowledge
- Develop a global P2E communications strategy



Country level

- Regularly collect stories of impact
- Partner with organisations to share local knowledge on supporting transitions to earning
- Develop a country-level P2E communication strategy
- Explore local opportunities to measure post-skilling outcomes

P2E: Hear from the Partners



Kate Behncken,
Vice President and Lead,
Microsoft Philanthropies

“P2E is a powerful tool that allows us to reach young people and provide them with digital skilling opportunities at scale. We’re thrilled to work with UNICEF, GenU and Accenture to bring this programme to life.”



Jill Huntley,
Managing Director Corporate Citizenship,
Accenture

“We are proud to partner with UNICEF, Microsoft and Dubai Cares on Passport to Earning to support many thousands of young people get a job or start a business.”



Cynthia McCaffrey,
UNICEF Representative India

“We are delighted that the Passport to Earning (P2E) programme has reached the milestone of training a million young people in its first year, with 62% of the learners being young women.”





Skills Taxonomy

Mapping 21st Century Skills:
Matching the aspirations of young
people and the needs of the future:



P2E Programme: Key Design Principles

The following are the guiding principles for the programme and enable the focus on the key objectives and priorities.

