

Program “Promouvoir l’emploi  
productif et le travail décent des  
jeunes en Algérie, Maroc,  
Mauritanie et Tunisie”

Final Independent Evaluation

ILO-AECID

# Evaluation Report

**Evaluan**D** **

**Evaluation** : Program “Promouvoir l’emploi productif et le travail décent des jeunes en Algérie, Maroc, Mauritanie et Tunisie” (RAF/11/05/SPA) encompassed of the following projects:

- RAF/11/51/SPA
- RAF/11/52/SPA
- MAU/11/01/SPA
- ALG/12/50/SPA

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**List of Acronyms**

- AECID** – Agencia Española de Cooperación Internacional para el Desarrollo.
- ANETI**- Agence Nationale pour l’Emploi et le Travail Indépendant (Tunisia)
- ANAPEC**- Agence Nationale de Promotion de l’Emploi et des Compétences (Morocco)
- ANAPEJ**- Agence Nationale de Promotion de l’emploi des Jeunes (Mauritania)
- ANGEM**- Agence Nationale de Gestion du Microcrédit (Algeria)
- ANSEJ**- Agence Nationale pour le Soutien à l’Emploi des Jeunes (Algeria)
- ATFP**- Agence Tunisienne pour la Formation Professionnelle (Tunisia)
- CLS**- Comité Local de Suivi (Algeria)
- CCN**- Comité Consultatif National (Morocco)
- CDT**- Confédération Démocratique du Travail (Morocco)
- CETIME**- Centre Technique des Industries Mécaniques et Electriques (Tunisia)
- CFPP**- Centres de Formation Professionnelle (Mauritania)
- CGEA**- Confédération Générale des Entreprises Algériennes (Algeria)
- CGEM**- Confédération Générale des Entreprises du Maroc (Morocco)
- CGTM**- Confédération Générale des Travailleurs (Mauritania)
- CNAC**- Caisse nationale d’assurance chômage (Algeria)
- CNS**- Comité National de Suivi (Algeria)
- CP**- Comité de Pilotage
- CTA**- Chief Technical Advisor
- DAIP**- Dispositif d’aide à l’insertion professionnelle (Algeria)
- DAIS**- Dispositif d’insertion sociale (Algeria)
- DWCP**- Decent Work Country Program
- FAO** - Organisation des Nations Unies pour l’alimentation et l’agriculture.
- FCCISM**- Fédération des Chambres marocaines de Commerce, d’Industrie et de Services du Maroc (Morocco)
- FDT**- Fédération Démocratique du Travail (Morocco)
- ILO**- International Labour Organization
- IOM**- International Organization for Migration

**INAP-FTP-** Institut National de Promotion de la Formation Technique et Professionnelle (Mauritanie)

**ITC-** International Training Center (Turin)

**MEAS-** Ministère de l'Emploi et des Affaires Sociales (Morocco)

**MEASFP-** Ministère de l’Emploi, des Affaires Sociales et de la Formation Professionnelle (Mauritania)

**MEFP-** Ministère de l'Emploi et de la Formation Professionnelle (Tunisia)

**MTESS-** Ministère du Travail, de l’Emploi et de la Sécurité Sociale (Algeria)

**NGO-** Non-Governmental Organization

**NSC-** National Steering Committee

**NSE-** National Strategies Employment

**ONEQ-** Observatoire National pour l'Emploi et les Qualifications (Tunisia)

**PARDEV-** Partnerships and Field Support Department (ILO)

**PREJAF-** Promotion de l’Emploi décent et productif des Jeunes au Maghreb

**RSC-**Regional Steering Committee

**SME** Small and Medium Enterprises

**SIYB-**Star Improve Your Business (ILO)

**UGTA -** Union Générale des Travailleurs Algériens (Algeria)

**UGTT-** Union Générale des Travailleurs Tunisiens (Tunisia)

**UMT-** Union Marocaine du Travail (Morocco)

**UN-**United Nations

**UNDP-**United Nations Development Program

**UNFPA –** United Nations Population Fund

**UNICEF –** United Nations Children’s Fund

**UNIDO-**United Nations Industrial Development Organization

**UNPM -** Union Nationale du Patronat Mauritanien. (Mauritania)

**UTICA-** Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat (Tunisia)

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## **1. INTRODUCTION**

This report summarizes the main findings, conclusions and recommendations of the Program “Promouvoir l’emploi productif et le travail décent des jeunes en Algérie, Maroc, Mauritanie et Tunisie” implemented by the International Labour Office (ILO) in North Africa, specifically Algeria, Morocco, Tunisia and Mauritania.

### **1.1. The Program**

The program “Promouvoir l’emploi productif et le travail décent des jeunes en Algérie, Mauritanie, Maroc et Tunisie” aims to improve youth employment in the referred countries. Thus, it contributes to the promotion of decent work and productive employment. This is achieved by reinforcing the capacities of institutions and social partners, and through the analysis and the implementation of employment policies that take into account the specificities of young people.

The initiatives of the program RAF/11/05/SPA have focused on improving the effectiveness of policies and programs for youth employment in the region since these are still not enough to create decent work. More precisely, the main challenges that are in the region are:

1. The programs for employment and long-term training initiatives are missing in the region.
2. The coordination between government actions responsible for youth employment is low.
3. The connection between government actions and efforts and opportunities from the private sector is reduced.
4. Monitoring and evaluation of actions to promote youth employment is reduced.
5. Increasing regional cooperation in the field of youth employment through the exchange of expertise and knowledge needs still to be achieved.

The overall strategy of the program is based on interventions at the regional level (transnational) for the sharing of international knowledge and expertise. Furthermore, national components are designed to reflect the peculiarities of the youth employment challenge in each country and complementarity with international needs of youth employment programs. These national components focus on the development of innovative programs and strengthening between the public and private sectors.

The target population is young graduates and young people from the most disadvantaged backgrounds. Special attention is given to girls.

The program partners are the Spanish Agency for International Cooperation for Development, the donor, and the International Labour Office, responsible for its implementation. The program is jointly implemented with institutions responsible for employment initiatives in each country, other governmental agencies and social partners.

### **1.2. Organizational structure**

This program was managed by the subregional ILO offices in Cairo, Algiers and Dakar. Three projects components (Morocco, Tunisia and regional) are the responsibility of the

subregional Office in Cairo. The other two components are monitored by the ILO subregional office of Algiers (Algeria) and the subregional Office of Dakar (Mauritania). All three have extensive experience in promoting operations to provide young people with decent and productive work. They have a wide range of specialists working on promoting employment policies, the small business support and development of youth entrepreneurship, the improvement of employment conditions and the application of international labor rules. The program was supported by two departments in Geneva: EMP / POLICY and EMP / POLICY / YEP.

The program is also strengthened by the program staff on Youth Employment (Y@W) developed by the Central Office of the ILO in collaboration with more than 60 offices worldwide. The ILO International Training Centre in Turin plays a crucial role in the design and implementation of training programs for strategic stakeholders.

They worked in direct contact with the Chief Technical Advisor (CTA) and the National Coordinators. The structure for the implementation of the program was:

- a Regional Steering Committee (RSC) established to provide guidelines during the implementation of the entire program and to advise on the implementation of the national components
- a National Steering Committee (NSC) established in each of the four countries to determine needs and priorities, and to guide the implementation of activities identified in the immediate objectives 3 and 4 of the program.

### **1.3. Program funding**

Funds for the program were originally estimated at 4,938,271.63 USD. A reduction of 20% of the amount was announced by the Spanish Government (donor) at the end of 2013. The executed budget was \$ 3,994,905.63.

### **1.4. Program Duration**

The program RAF/11/51/SPA and its national components were originally designed to be implemented from 2011 to 2015. Budget cuts have led to a cut of one year of programming.

## **2. CONTEXT OF THE EVALUATION**

### **2.1. Evaluation Objective**

The purpose of the assessment is to inform about the relevance, adequacy, efficiency and effectiveness of the program, its process and its management, as well as sustainability and impact of the ILO’s support to Morocco, Tunisia, Mauritania and Algeria.

The evaluation draws lessons from the experiences identified in the four countries and the region, good practices that could be replicated to improve the implementation of ongoing and future activities.

### **2.2. Timeframe**

The main evaluation steps are:



- Presenting the inception report to the ILO on March 12, 2015
- Finalizing the inception report by March 19, 2015
- Preparation of the field work mission between March 20- 11April 5, 2015
- Conducting semi-structured in-depth interviews, focus group interviews and survey (face-to-face and by ICT tools) from 12-25 April, 2015
- Presenting the draft evaluation report on May 20, 2015
- Integrating comments and finalizing the draft evaluation report by May 28, 2015
- Delivering the final evaluation report on May 31, 2015

### 2.3. Evaluation criteria

- **Relevance and adequacy of the project:** the extent to which the ILO portfolio of objectives in the countries are consistent with the ILO’s goals, beneficiaries and country’s needs, as well as global priorities and policies.
- **Quality of the design:** the adequacy of objectives with regard to the suggested/planned mechanisms to achieve them.
- **Quality of the processes:** the coherence between the results chain and the way it was translated into activities and outputs.
- **Efficiency:** how resources/inputs (e.g., expertise, time and funds) are converted into results.
- **Effectiveness:** the extent to which objectives are achieved, or expected to be, taking into account their relative importance. This will take into consideration the achievement of results through managerial practices. The achievement of results reported by the projects will be validated and assessed against the performance indicators defined by the project.
- **Orientation to impact and sustainability:** the extent to which the projects have influenced changes among beneficiaries and the likelihood of objectives to continue after the assistance is completed.

As included in the evaluation proposal, the evaluation will also incorporate the analysis of two cross-cutting areas:

- **Coverage:** the extent to which beneficiaries are engaged throughout the project and how the latter was adapted to them, deepening the causes that could have led to barriers in stakeholders’ access to the program.
- **Gender:** the extent to which the projects have responded to the needs of both female and male stakeholders.

### 2.4. Evaluation methodology

The evaluation applied a mixed methodology to guarantee an estimate based on evidence, paying particular attention to cross-validate data. The methodological tools include:

- A review of existing literature;

- Structured and semi-structured individual interviews with strategic stakeholders in the country (92 stakeholders consulted);
- Structured and semi-structured discussions with control groups;
- A survey of ILO staff and stakeholders in the countries (47 surveyed stakeholders); and
- Direct observation.

The evaluation applied deductive reasoning leading to conclusions and recommendations based on the findings of the evaluation.

A list of stakeholders interviewed by the evaluation team is attached as Annex 2 of this report. A detailed evaluation matrix is attached as Annex 3.

## **2.5. Limitations**

Addressing an evaluation of a regional program and four national components is not a simple task. In addition, the program was decentralized during the implementation process. Autonomous projects differentiated by countries were developed, and cuts were made in funding and deadlines. In this context, the evaluation process became a challenge.

The nature and depth of the national components have led to making differentiated assessments. In this way, the evaluation could have analyzed in detail several aspects of each country. But this was not the purpose of the mission, which sought a more strategic approach to the comprehensive analysis of all components. The work was done in this direction, knowing that the national aspects would remain excluded from the report and somehow limited. Nevertheless, an effort was made to reflect what was considered important, including local elements.

Through questionnaires, efforts were made to give a numerical value to quality aspects. This information can in no way be regarded as statistically representative of an experimental or semi-experimental process.

Efforts were made to address evaluation with the greatest respect for the efforts of all those who have devoted much work to convert projects into concrete objectives. Therefore, care was taken not to fall into comparisons. Each project had a life of its own, with its advantages and disadvantages, successes and failures. Therefore, it is recommended, while reading this report, not to compare what is not comparable.

The evaluation translated the official formulation of the PRODOC documents from French to English. This translation cannot thus be considered as an official translation from the ILO

### 3. MAIN FINDINGS

#### 3.1. Relevance and adequacy

(Related to Conclusion 1, 2 and 3 and Recommendation 1 and 2)

##### *1. To which extent is the intervention coherent with the political, economic and gender-equality needs and priorities in the area youth employment?*

The program "*Promouvoir productif l'emploi et le travail des jeunes en Algérie décent, Mauritanie, Maroc et Tunisie*" aims to improve policies and employment programs in the four countries included in region and to set up a regional cooperation framework in the area of employment.

The high unemployment rate among young workers, the strong presence of labor in the informal sector, the lack of opportunities for women, and all the consequences that this entails (migration, social protection, informality, political unrest and impoverishment) are the reasons why the program is pertinent. The outbreak of the "Arab Spring" in Tunisia, due to the dissatisfaction with the unemployment situation and the rejection of the political system, is proof of the need to work towards this goal in the region.

The program is framed within the strategic partnership signed between the Government of Spain and the International Labour Organization for 2011-2015. The thematic priority areas are: a) promotion of standards and fundamental principles and rights at work; b) promotion of employment; c) improvement of social protection; d) promoting social dialogue; e) modernization and strengthening of labor administrations and social security; and f) strengthening institutional capacities for the management of labor migration. The program is also aligned with the Spanish policy for development (Director Plan 2009-2013), which comprises collaboration with the countries covered by that program, being Morocco, Algeria and Mauritania in the category of "comprehensive partnership" and Tunisia in the category of "association to consolidate development achievements".

The project is in line with the ILO Decent Work Agenda. Likewise, it is aligned with the Millennium Development Goals and the development strategies of the UN.

**Region-** The relevance of working at a supranational level is based on the purpose of mutual learning, exchange of experience and knowledge among the countries of the region. It was recognized that so far there had been few opportunities to work together on a common problem in the region, such as in the area of youth unemployment. From the ILO perspective, the cooperation between countries in the region is encouraged through intergovernmental relationships and tripartism.

It should be noted that most of the people involved have indicated that, whereas it is necessary to have this objective as a long-term goal, the program was not adjusted to respond to a scenario where the four countries were integrated within the region or to the current socio-political context. Thus, it was noted that the difficult territorial relationships between some of the countries, the internal tensions, the lack of institutional capacities, the weaknesses to collect data, the lack of willingness to share it, and the lack of a regional

institutions as a leadership to anchor a permanent committee to monitor regional goals are problems that limited the chances of a successful regional component.

**Morocco-** Based on data provided by the diagnosis of the National Strategy for Employment (NSE), Morocco is still suffering from a major problem regarding youth unemployment. With an extremely young population and a female employment rate below 25%, the challenges to be facing the country are the employment inequalities according to age, gender, region and level of qualification. A major challenge is the conversion of informal work to formal work, and the transformation of jobs into decent work.

Policies and employment programs developed in the past years have not had enough strength to improve youth employment, either in quantity or quality, or to reduce the gender gap. Other causes are attributed to the difficulty of analyzing the youth labor market and identifying the problems that explain the low quality of employment, the lack of clear policies aimed at this important quantitative section of the population, and the limited capacities of social partners. Youth employment programs were divided into a set of non-integrated employment strategies.

In this regard, the decision taken in the Moroccan national component to focus efforts in making a National Strategy for Employment was highly valued by all actors interviewed in the course of the evaluation. It allowed for organizing and harmonizing the set of scattered employment strategies which in many cases were not even applied. This falls in line with the needs expressed by the Ministry of Employment, since the drafting of the strategy was a priority for them.

Fostering employment is an overall priority for the government in Morocco. Before the program was implemented, Morocco signed a Decent Work Country Program (2008-2011) where priorities in the area of (youth) employment were identified. The social partners in Morocco have requested ILO interventions aimed to create employment for young women and men, including the most vulnerable, as well as to increase social protection. The fast creation of the national employment strategy within the scope of this program reflects such national purpose.

Morocco has also an extensive cooperation partnership with international organizations in the area of decent work and employment, such as the Convention to elaborate a National Strategy for youth signed with the United Nations Population Fund (UNFPA) and The United Nations Children's Fund (UNICEF)

**Tunisia-** Tunisia is working towards employment creation and poverty reduction, where youth employment remains a priority for the government. The mechanisms established in the country to promote youth labor inclusion are still reduced when compared to the number of young graduates<sup>1</sup> seeking opportunities in the labor market. Thus, the government was working towards reducing unemployment rates, social inequalities and exclusion with a particular focus on youth and women. The Ministry of Employment and Vocational

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<sup>1</sup> The 2013 survey on Transition from the School to the active life (BIT, ONEQ and INS), 43.5% of high-graduated women and 23.1% of men are unemployed.

Training, along with the National Agency for Employment and Independent Work (ANETI) and the National Observatory of Employment and Qualifications (ONEQ) are undertaking active employment programs to improve employability of workers, employment promotion through tax bonuses and support to SMEs, among others.

The Tunisian government also collaborates with several United Nations System organizations in the area of youth, employment and migration, more precisely with the Food and Agriculture Organization (FAO), International Organization for Migration (OIM), United Nations Development Program (UNDP) and United Nations Industrial Development Organization (UNIDO)<sup>2</sup>. Furthermore, Tunisia is also collaborating with international cooperation organizations in strengthening capacities of institutions in the area of youth employment. Examples of this are the programs undertaken with the Italian and Danish donors.

**Mauritania-** Mauritania has the lowest level of human development: 0.487 in 2014, which positions the country at the 161st place out of the 187 countries analyzed<sup>3</sup>. The poverty of the Mauritanian population is characterized by a high unemployment rate, especially in a growing young labor force, and by the massive presence of informal jobs that do not meet decent work standards. This problem is exacerbated in the case of Mauritanian women, who are subject to a higher unemployment rate, while being less prepared to obtain a paid job.

The employability difficulties for the young population are high. Although there was an improvement in the education indicators in recent years, the illiterate population reached 42.5% (UNDP), which needs to be taken into account in the context of low quality of educational levels. An increase of the number of graduates has not been accompanied by a similar increase in the level of employability of this group. As noted by UNDP<sup>4</sup>, the lack of professional experience, social networks, skills to seek employment, and the reduced financial resources allocated for employment are the essential reasons for the vulnerability of youth. Working with the aim to reduce this situation makes the program highly relevant in the socioeconomic context of Mauritania.

The various national institutions responsible for youth employment have also expressed an emerging need in this area. Recognition of the need to train public civil servants and the interest shown by the training institutions to better understand the areas of green jobs and financial education were highlighted by the different institutional and social partnerships.

It also should be noted that the objectives of the project fall within the framework of the DWCP (Program for the Promotion of Decent Work) signed between the ILO and the government of Mauritania in 2012, including other projects and donors.

**Algeria-** Algeria is the country with the lowest unemployment rates in the Maghreb Region, but the rate of youth in search of a first job doubles the country's unemployment rate. These

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<sup>2</sup> Project: “Jeunes, Emploi et Migrations”, financed with Spanish funds.

<sup>3</sup> Tunisia 90 IDH 0,721; Algeria 93 IDH 0.717; Morocco 129 UDH 0.617. UNDP (2014) Human Development Report

<sup>4</sup>UNDP- Human Development Report 2014.

figures are getting worse in the case of women, for whom the employment rate is in itself already very low (14%). Unemployment affects the age group between 15 and 24 years, especially young graduates of the higher-level education. The events experienced in the region during the "Arab Spring" brought out even more vividly the challenges of youth employment in the country.

The government has installed mechanisms for professional and social integration (DAIP, DAIS) as well as initiatives meant to encourage SMEs and microcredits (ANSEJ, ANGEM and CNAC). These measures aim to contribute to two national strategic objectives: the economic growth and the fight against unemployment. These initiatives require capacity building activities in order to promote the sustainability of entrepreneurial projects.

The project is part of the principles and provisions included in the international labor standards and more precisely in the context of Algeria's DWCP 2011-2014 signed between the ILO and the Algerian government. The program sets a goal of "contributing to the creation of decent jobs for young people – both men and women – through the development of micro and small-sized enterprises" which directly contributes to the evaluated project.

***2. Have beneficiary's priorities changed since the intervention was designed? If so, has the intervention been adapted to these changes?***

The long journey of the program from its initial formulation to its implementation and completion (2008-2015) has led to the need to limit it through a work of adaptation in the four countries (see section quality of the design).

**Region-** Regional needs are kept in an evolving political context. The need of youth to receive training and to see chances for employment increased remains a priority in a context of a new concern: the threat of young people's radicalization, who may feel excluded from the system and might find their "refuge" in the ranks of jihadists. Thus, the relevance of the program is still high when analyzed under this scheme.

**Morocco-** Young Moroccans' priorities remain similar to the one referred above, but with a socioeconomic context that has aggravated their situation. The European crisis is currently an obstacle to migration, and the Arab Spring, which began in a neighboring country, were the subject of alert for the Moroccan government. This situation needs to be addressed by the government as a priority.

Budget cuts by the donor forced the program to select targets on which to work. Given the reductions in funds, the Ministry itself participated in the adaptation of the project document to prioritize the National Strategy for Employment over other objectives. Similarly, social partners recognize the pertinence of having adapted the program towards the NSE as a main priority.

**Tunisia-** Two main modifications of the component can be highlighted. On one hand, in 2012 the intervention was adapted to the national needs through the tripartite Steering Committee. Participatory tripartite meetings led to focus the intervention within a framework of activities that directly responded to the counterpart needs. On the other hand, the flexible nature of the program allowed a quick response to the lack of agreement on the

main output the program sought (National Strategy for Employment). Thus the program was able to prioritize another level of activities meant to reinforce the national tripartite capacities and to gather labor statistics in preparation for the second stage of the National Strategy for Employment. These activities were still required to achieve the expected objectives of the program.

**Mauritania-** The priorities of the beneficiary population have persisted during the diagnostic and implementation of the project. To better adjust it to the context, the Mauritanian national component adapted the PRODOC to what was perceived as priority needs. The objectives and relevant processes leading to changes in the country were selected. In order to achieve that, the project was focused on a practical side, oriented to training activities of managers responsible for employment initiatives, the creation of employability tools, financial education programs, and the proliferation of training process.

Whereas this adaptation was positively valued by social partners, it has also raised doubts among the donor, which is of the opinion that the project should have done a more thorough employability study to find out which economic sectors could potentially have a greater impact on job creation.

**Algeria-** The original formulation of the program’s national component of Algeria was not perceived as addressing the country's reality. The existence of a national employment strategy and a preliminary plan of action led to the adjustment of the project to a more concrete reality and closer to national needs in the area of youth employment.

The government, through the Ministry of Labor, Employment and Social Security and in agreement with the Office of the AECID in the country and the ILO Office in Algiers, has decided to make a new formulation focusing on strengthening mechanisms that aim to support young entrepreneurs. Although they received financial support initially, the challenge remains in knowing how to manage their business since they lack training in this area. This is the reason why the program decided to focus on the promotion of decent employment through the development of micro and small-sized enterprises for young people.

The project has adapted to local development policies, working in three *wilayas* (provinces) proposed by the Algerian government on the basis of criteria that take into account unemployment rates and the socio-economic characteristics.

The calculation of the satisfaction of project participants (32 questionnaires) regarding the adaptation of the project to their needs or those of their institutions is high (2.59/3). One can thus conclude that the projects strongly respond to the needs of beneficiaries.

***3. To what extent does the program include strategic stakeholders with regard to their mandate, influence, capacities and commitment, including both female and male stakeholders?***

**Region-** The necessary leadership that is capable of combining national elements and leading to synergies between the four countries is missing. The representatives of the ministries responsible for employment in each country could hardly undertake that

leadership, since their priority remains in building national capacities (drafting of the National Employment Strategies). As per Tunisia, the country was undergoing a process of political transition that has evolved in constant changes in the government.

If the role to manage the leadership agenda remained in the ILO, the presence of five offices (Headquarter, Addis-Ababa, Cairo, Dakar and Algeria) would not ease this task either. While the presence of the CTA in Tunisia (initially envisaged to be in Rabat) is relevant given the political situation in the country, this in turn did not contribute to the ownership by the other offices involved in the regional component.

**Morocco-** The work was fully undertaken following the tripartite mandate of the ILO. The collaboration among constituents began at the stage of the reformulation of the project (2011), which was nationally led by the Ministry of Employment and Social Affairs. Employers’ representatives (CGEM), the unions (UGTM, FDT, CDT, UMT, UNMT) and the organization FCCISM were part of this process. The main body meeting was the National Advisory Committee.

The level of satisfaction of the national counterparts regarding their participation in the project was very high. However, the union noted that this common and permanent dialogue between all parties should be kept in order to successfully elaborate a youth employment policy.

There were government changes throughout the implementation years that could have led to changes in the development of the project objectives. Nonetheless, the stability of the ministerial technical team has prevented this situation.

Although, civil society institutions related to youth employment were introduced, the evaluation team has not been able to identify their presence at the stage of planning, formulation and negotiation of the program proposal. The presence of women's associations was not identified either, although there was a gender expert in the process of formulating the National Strategy for Employment.

**Tunisia-** Tripartite constituents played a part during the overall development of the program. The Ministry of Employment and Vocational Training, along with the main representative of workers (UGTT) and employers (UTICA), have participated in decision-making processes (mainly through the Steering Committee) and were engaged in the implementation of the program activities. Specialized agencies such as the ANETI, the ONEQ, the ATFP, the Technical Centre of mechanic and electric industries (CETIME), the Institut National des Statistiques and l'Observatoire National de la Jeunesse, have also been a key partner to conduct labor-related data gathering activities, reinforcement of capacities as well as activities aimed to improve youth employability.

There is an absence of gender-specialized organizations in the multiple initiatives implemented, which is a key factor in order to start working on logic of change and ownership of gender-equity norms by the institutions engaged and overall society.

**Mauritania-** The project was developed with government institutions responsible for the employment portfolio of activities in the country, and more precisely with: the Directorate



of Integration, the Directorate for Employment, the ANAPEJ, and all departments of the Ministry of Employment, Business Social and Vocational Training (MEASFP). The work was also done with vocational training institutes, such as INAP-FTP (Promotion National Institute of Technical and Vocational Training Mauritania) and training centers (CFPP). Similarly, the project has incorporated tripartite social partners: workers' representatives or CGTM (General Confederation of Workers of Mauritania) and employers' representatives or UNPM (National Union of Mauritanian Employers).

The inclusion of NGOs through operational partnerships expands the scope of the ILO, which focuses primarily on tripartism. This partnership helps to give the project a more practical focus, adding the capacity of multiplying results through project activities. Working with NGOs brings the results of the project to the direct beneficiaries, and transforms the initial focus of the program that was centered on the work of a political strategy.

The presence of AECID at a technical level should also be highlighted. In Mauritania, the AECID develops its own projects, such as the "Support Project for the Second Phase (FSAP) of the National Program for Developing the Educational Sector (PNDSEII) in Mauritania". The collaboration with the AECID in terms of technical cooperation and going beyond the simple role of a donor, has helped to strengthen relations between non-state stakeholders, which were gathered and informed, and some of them even incorporated into the project evaluated.

**Algeria-** The project has worked directly with government institutions responsible for employment (MTESS in French) as a strategic partnership, and with its executive agencies (ANSEJ, CNAC) as an operational partnership. Moreover, in an inter-institutional collaborative effort, the ANGEM, an organization that functions under the Ministry of Solidarity, was included.

The difficulty to define in some cases the responsibilities of the various competent institutions in the area of youth employment and the lack of experience in inter-institutional relations have raised some distrust between agencies about the functions assigned to each of them by the project, particularly between agencies at the local level.

The ILO tripartite mandate was implemented through the participation of various constituents: government institutions (officials MTESS and ANSEJ), the trade union (UGTA), the employers' organization (CGEA), as well as the National Monitoring Committee (CNS). This structure was also respected in the CLS created in the three *wilayas* where the project was implemented: Tipaza, Setif and Tizi-Ouzou.

Whereas the direct participation of young entrepreneurs, youth associations or companies was slow in the steering committees, they were direct beneficiaries of training activities. They emphasized the difficulty of maintaining their participation in committees, and the need for attention to their own interests as entrepreneurs, added to the fact that civil society and the associative experience are precarious in the country. Despite the fact that the ILO intervention is based on a model of local development, the response of the stakeholders

differs across the *wilayas* concerned. Thus, the program needs to continue fostering the participation of individuals and associations.

The relevance of the program was valued as high when compared to the needs of local stakeholders in the area of employment and youth.

### **3.2 Quality of the design**

**(Related to Conclusion 4 and 5 and Recommendation 2<sup>5</sup> and 3)**

#### ***4. Did the design of the projects allow the possibility of formulating one program?***

The ILO highlights the difficulties encountered when implementing a program with an important regional component. Despite the existence of a Regional Steering Committee, the difficulty of establishing a permanent structure was expressed. The lack of regional integration, with the added fact of having border issues and national rivalries, and a strong reluctance to share actual data, are limitations to overcome the territorial division in the area of youth employment and to insert the topic within a wider regional perspective. The absence of post-project funds that allows the establishment of a permanent body also limits the regional component.

**Morocco-** The government representatives do not consider the regional component as achieved since they do not perceive the regional component has worked properly. They recognize that at the level of the logical framework a correlation between the objectives of the regional program with those of the Moroccan component did exist, but believe that the level of program implementation at the regional level has not been operative due to the lack of activities. The possibility of a more technical exchange of experiences between countries that share a common economic system and similar challenges in the area of youth employment level was positively valued.

Other stakeholders interviewed did not have a specific opinion or special interest on the relationship between the national component (Morocco) with the objectives set at the regional level. From their point of view, the project is framed at a the national level, and even adjusted to the development of Objective 3, thus focusing on the preparation of the National Strategy of Employment. The tripartite and participatory model is valued as a possibility of South-South exchange of experiences and is foreseen with the aim to share experiences with other countries that are implementing more or less the same sort of process followed in Morocco.

**Tunisia-** Stakeholders agreed that the national component of the program was a key element to support the measures undertaken towards strengthening employment in Tunisia. At the regional perspective, national counterparts were of the opinion that knowledge and experience sharing between Maghreb countries is still a major objective to approach in the forthcoming years when other countries can learn from the Tunisian experience. The government request to focus the online platform as a mechanism to share knowledge at the

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<sup>5</sup> The same recommendation is for both criteria

national instead of the regional level illustrates the prioritization of the Tunisian and Moroccan components to address national priorities first.

**Mauritania-** The project has focused on the development of national capacities. However, neither the technical personnel nor the social partners have perceived an international regional network created by the program and to which they were supposed to integrate.

Some technical collaboration is identified to a lesser extent within the component, but included in the context of other programs and institutional relationships rather than specifically envisaged in the implementation of this program.

A special feature in Mauritania is that it includes two differentiated realities of North Africa and Sub-Saharan Africa. It shares with the two regions some cultural and religious aspects. According to international organizations working with the country, it is located sometimes in one, sometimes in the other region. According to AECID-Mauritania, the program located this component within the countries of North Africa, while the ILO Bureau EAT / Dakar BP manages it. This double dimension brings advantages, since it expands its capacity towards international relations. Nonetheless, in this case the program did not promote the integration of a regional framework, thus confirming the weakness of this program objective.

**Algeria-** As mentioned above, the Algerian regional component was excluded by itself. The link to the program was non-existent at the regional level, and the work has centered on local development, forcing a greater specificity that was linked to the local context.

In addition, territorial frictions constitute an unfavorable context for working towards a regional integration. In addition, the difference in the timeframe between the implementation of the Algerian component and the other national components would not have allowed a job in parallel, even if that was envisaged.

However, building a communication process between the countries in the region in order to share experiences seems plausible. The presentation of the program in the *Salon de l'Emploi* in Algiers and the interest shown by foreign delegations provides evidence of the interest in supporting these types of communication and knowledge exchange mechanisms.

### ***5- Is the linkage between the regional and the national objectives correct?***

The strategy devised by the program in the reformulation of 2012 (see table 1) was divided into a technical component focused on institutional development and a direct assistance component. The first aims to address the three areas of: the improvement of labor market indicators and monitoring and evaluation functions; the generation of youth employment policies and action plans; and the strengthening of all stakeholders that should be involved in youth employment policies.

The referred strategy was meant to be operationalized by the national component of each country. This was transformed into capacity building activities for the analysis of labor markets (statistical systems; observatories of employment, management of professional cataloging systems; construction of baselines; and monitoring and tracking systems, etc.).

For the realization of the Action Plans on youth employment, it necessitated the implementation of national strategies in countries that required it, following tripartite models, as well as the strengthening of the institutional stakeholders and social partners on issues related to employment.

The second component aimed to work on the study of youth employment policies, information exchange and the development of tools that could be shared. In order to do so, it was necessary to generate national drivers to foster formal youth employment. Time was required to see results from these drivers.

The value of this dual strategy at the regional level is its comprehensive nature, which seeks to act in a balanced way in different areas and problems that affect youth employment in the region. It has served as a basis for planning and development of national components with a degree of consistency or similarity between them, as well as to serve as a future reference. It should be noted that the broad nature of the scope of the regional component hinders its operationality. Despite it being possible to isolate the various boundaries in the design of the regional component and to address them with specific actions (eg. the need for hard data on youth employment), the complex nature of the regional component’s context implies that acting on certain components requires addressing others first.

The strategy is therefore considered to be valid as a long-term strategy in order to serve as a common framework for the ILO in the region when making a coordinated effort that leads to regional integration in the area of youth employment. But if this is the strategy of a program with deadlines and limited budgets, then it is too ambitious to be operationalized and implemented under one program.

Moreover, the implicit logic of the regional component should be reversed from strengthening and developing employment policies in each country to generating opportunities for regional cooperation on youth employment. Individual national capacity building will generate regional consultation processes, especially if there is support by the ILO as the reference labor agency.

**(Table 1)**

Youth labor market indicators and analysis of youth employment
Employment policies for youth and program development
Actors and co-participants of policies and programs for youth employment
Monitoring and evaluation techniques
Study of policies on youth employment
Mutual learning (exchange of national practices, regional and international) and knowledge exchange
Technical guidelines and tools to support the implementation and sustainability of the program
Communication strategy and visibility

	ALGERIA	MAURITANIA	MOROCCO	TUNISIA
Institutional Development	Operational project	Operational project	Operational project	Operational project
Technical Components		Plan d'action national pour l'emploi des jeunes	Plan d'action national pour l'emploi des jeunes	
	Capacity building of local stakeholders.	Strengthening the capacity of labor market institutions	Strengthening the capacity of labor market institutions	Strengthening the capacity of labor market institutions
	National capacities reinforced through national and local discussions on the promotion of SMEs.	Strengthening the capacity of the social partners	Strengthening the capacity of the social partners	Strengthening the capacity of the social partners
		Strengthening the capacity of educational and institutions on labor market and raising awareness on migration	Strengthening the capacity of educational and institutions on labor market and raising awareness on migration	Strengthening the capacity of educational and institutions on labor market and raising awareness on migration
	Operational project	Operational project	Operational project	Operational project
	Operational project	Operational project	Operational project	Operational project
Direct assistance components	Improvement of knowledge at the national and local level, in the promotion of micro and small enterprises, among youth	Assessment of programs on youth employment	Assessment of programs on youth employment	Assessment of programs on youth employment
	Device services for micro and small enterprises is reinforced and / or Established to monitor media and business (pre and post establishment).	Set of programs on youth employment	Set of programs on youth employment	Set of programs on youth employment
		Social pacts on youth employment at the local level	Social pacts on youth employment at the local level	Social pacts on youth employment at the local level
		Employment Services for Youth	Employment Services for Youth	2 entrepreneurial centers for youth
		Promotion of integrated entrepreneurship in active labor market policies,	Promotion of integrated entrepreneurship in active labor market policies,	Exchange programs with European enterprises

**6. Has the causal chain of outputs, specific objectives and general objectives been correctly defined, and in a gender-balanced manner?**

**Region-** According to the table of the regional logical framework of the PRODOC from 2012, there were two set targets for the region. The first was divided into the following products:

**Table 2**

<b>Objective 1.</b> The program document was adapted to the different realities of the four countries, a management structure was established and a communication strategy was implemented.			
1.1. Project proposals adapted to four countries	1.2 Strengthened capacity of constituent in four countries on youth employment	1.3 Prepared framework for implementation, monitoring and evaluation of the program	1.4 Support measures and communication strategies on decent employment for young people developed and implemented

**Source:** PRODOC 2012

As per the data collected, objective 1 and its products are not what is understood as developmental objectives since they must establish the changes that are trying to be addressed among the targeted populations. A programming document adapted to social realities is the necessary means by which to design and establish the criteria for implementing it. Nonetheless, it cannot be a goal in itself. From a systemic approach, this objective would be considered one of the structural elements needed to implement the activities in order to generate the change. It is not an achievement in itself but a tool to develop a previous work of diagnosis and programming.

**Table 3**

<b>Objective 2.</b> At the end of the program, a mechanism for regional cooperation on youth employment will be implemented.			
2.1 A regional network of experts on youth employment is established and implemented	2.3 The ability to develop policies and youth employment programs based on evidence is reinforced by regional initiatives	2.5 A mechanism for mutual learning and exchange of youth employment knowledge which is conducted and discussed by the regional network	2.7 A regional event of actors collaborating on youth employment is conducted with the findings used to determine a long-term regional agenda on youth employment
2.2 The methods for the collection of youth labor market statistics and for analysis of youth employment are improved	2.4 The international and country by country youth employment evaluation conducted in the three countries will be discussed by the regional network	2.6 Tools to develop policies and youth employment programs are identified and developed by the regional network	

**Source:** PRODOC 2012

The seven products and the set of activities established that are the basis for objective 2 require an excessive and uncoordinated set of initiatives to be undertaken within an expected timeframe and in the context of the problems noted in question 5.

**Morocco-** The project was continuously adapted to the characteristics of Morocco. Although the project was formulated in 2008, there was an adaptation of the logical framework in 2012 that allowed the objectives to respond in a more comprehensive way to the context.

In a second phase, the objectives, outputs and activities were adjusted to the current circumstances to respond to priorities, deadlines and resources. Thus, the budget cuts announced by the donor at the end of 2013 led to the decision of not undertaking the activities under objective 4. That decision was taken by consensus from the project coordination, national partnership and donor.

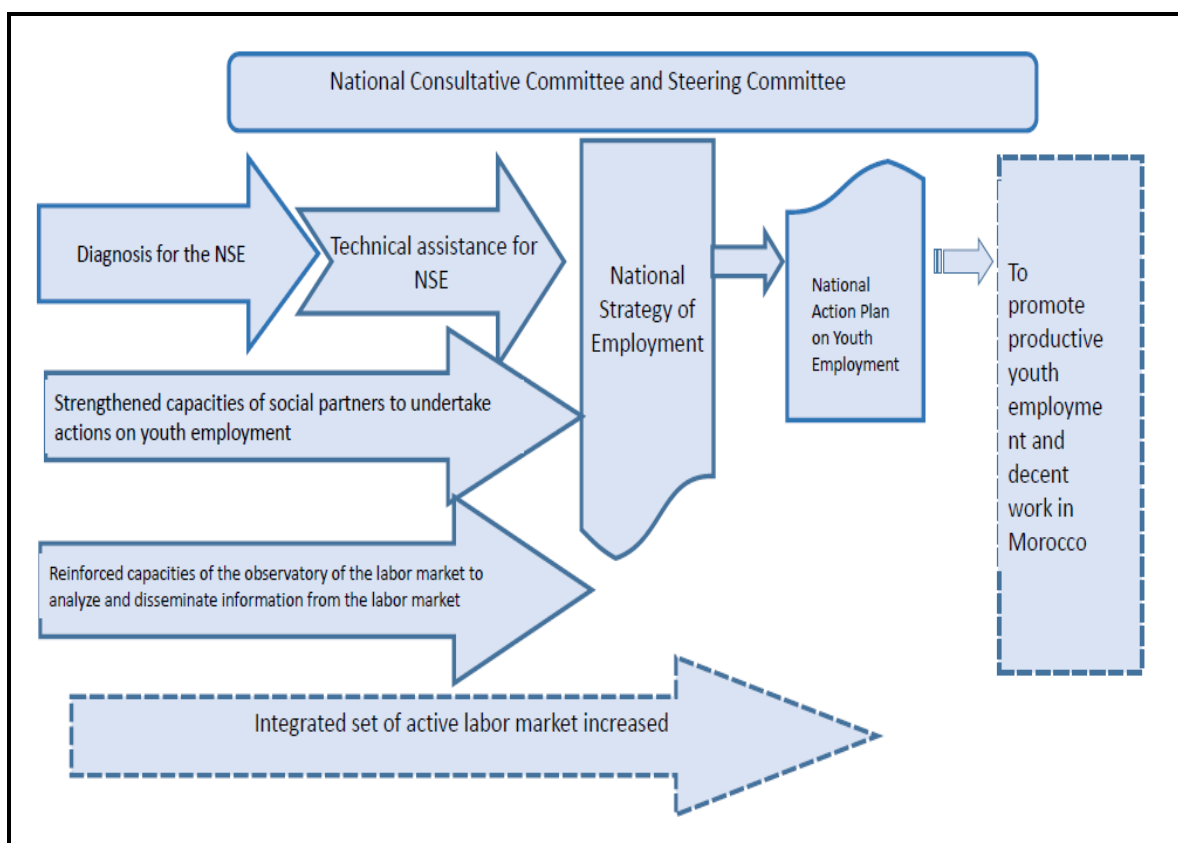
In the case of Morocco, two main objectives were initially defined. The first was oriented towards 3) strengthened capacities of labor market institutions of developing policies for youth and the most disadvantaged in a gender sensitive manner.

This objective focused on four action lines (products): 3.1. the creation of a coordination structure formed by the partners responsible of the project on a Consultative National Committee (NCC) and a Steering Committee (Committee Pilotage (CP)), thus allowing a double permanent structure that would anchor the project into a national coordination with the ILO and AECID; 3.2. the development of a national employment strategy through a participatory and tripartite approach, which was preceded by a study to guide the formulation of such a strategy; 3.3 and 3.4 focused on reinforcing capacities of stakeholders who were responsible for the implementation and evaluation of measures to promote employment (both public civil servants and social partners, keeping with this logic the tripartite mandate). Action line 3.5 aimed at reinforcing the capabilities of the institution responsible for monitoring and analyzing the changes in the labor market.

There is consistency in the actions undertaken. They were well-framed and properly transferred to the national leaders (see Table 4).

The second goal was oriented to 4) Develop an integrated set of programs of active labor market sensitive to gender, increase employability, and the youth and men employment prospects. This is a set of actions aimed at implementing the strategy through the technical reinforcement of the capacities of the agencies responsible for youth employment, as well as through the improvement of mechanisms to provide assistance to the targeted population. Three lines of action were envisaged regarding: 4.1 generation of employment services; 4.2 development of all employment programs; and 4.3 a program to promote youth entrepreneurship. They all fit into the logic necessary to achieve the objective 4.

**Table 4**



Source: PRODOC 2012

Elaboration: EvaluanDo

**Tunisia-** There is a logical coherence between the activities, expected outputs and the two national objectives of the Tunisian component, where the sequence of a theory of change is reflected in the linkage and direct relation that starts at the level of activities until reaching the specific objectives.

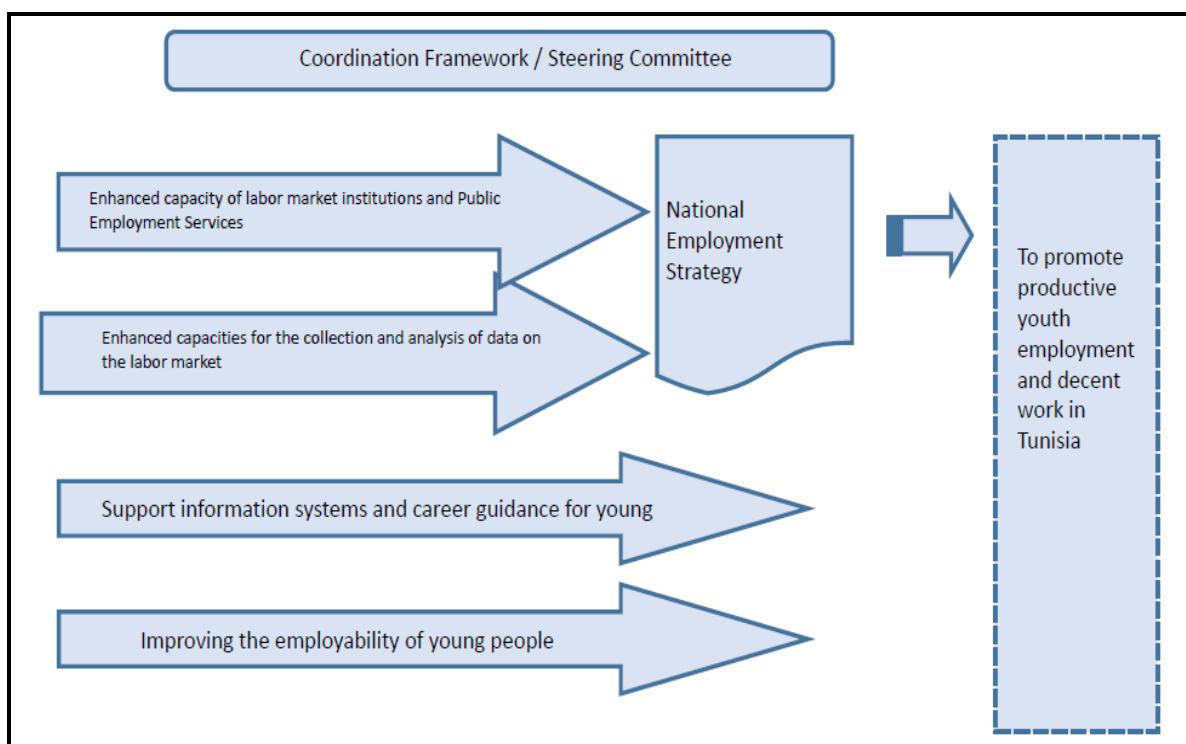
Objective 3 is focused on reinforcing the capacities of the national counterparts in the aim to create the national strategy of employment and active-employment policies.

Output 3.1 already creates the necessary tripartite structure to undertake and monitor the activities undertaken to achieve the planned outputs under this objective (see table 5). The rest of the outputs under this objective (3.2, 3.3, 3.4, 3.5, and 3.6) therefore include activities with national tripartite institutions related to capacity building activities in the area of planning, implementation and evaluation of employment programs (labor market, employability, results-based management, monitoring and evaluation, etc.), as well as data collection and analysis of labor-related information.

Along with the structural activities referred to above, the Tunisian component also planned an objective (4) that aims to address youth labor inclusion with direct actions included in output 4. 1



**Table 5**



Source PRODOC 2012

Elaboration: Evaluando

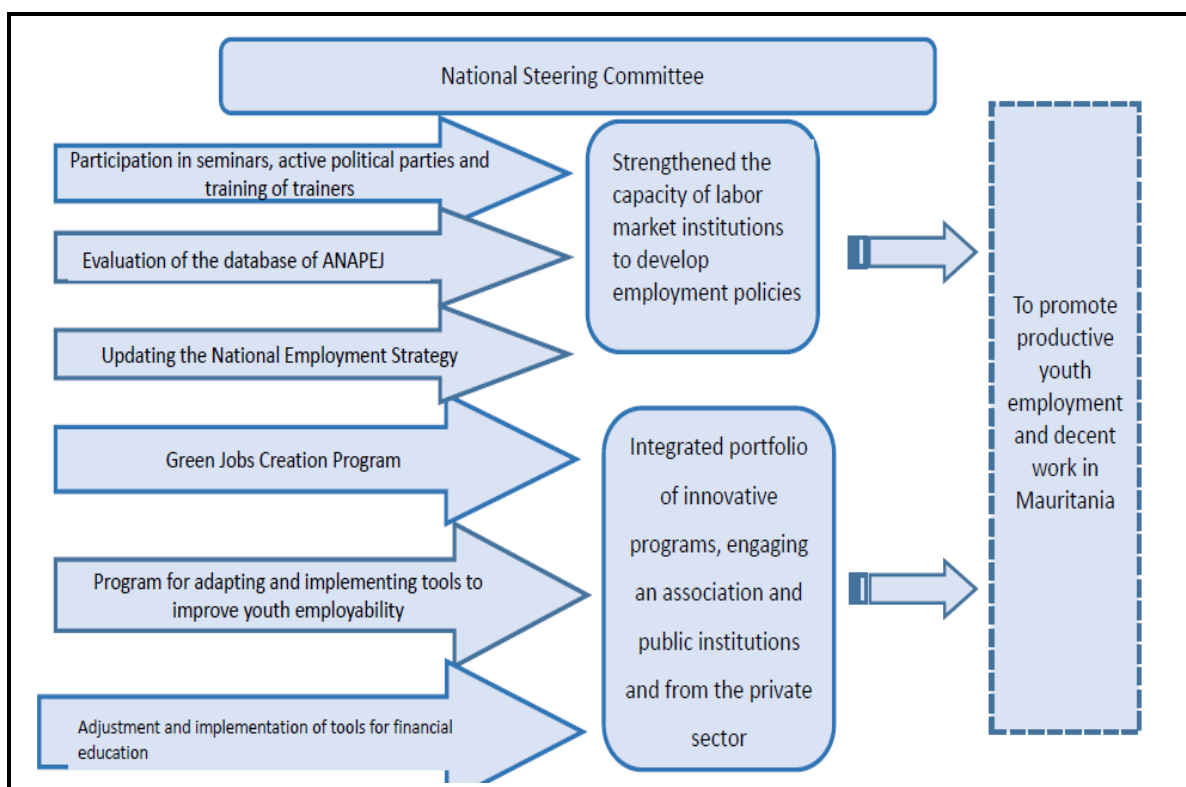
**Mauritania-** The project is appropriate regarding regional objective 1, objective 1.3 linked to the formation of a National Steering Committee, and the goals of the objective 3 (strengthening labor market institutions) and objective 4 (Development of a set of innovative programs – green jobs, employability and financial education).

The technical team has completed work on three levels: macro – oriented to employment policies; meso – focused on intervention strategies; and micro – oriented to the direct intervention with the development of tools for this purpose.

As can be appreciated in table 6, the linkage between the two objectives results in the integration of activities targeting state institutions, workers’ and employers’ representatives, and associations. The vast majority of activities were focused on training experiences and multiplication of learning processes.

Whereas the contribution of the project to macro-level employment policies is diluted within objective 3, the work required to revise the SNE necessitated a more expanded output. The program theory focuses on training activities at both meso and micro levels among activities at the macro-level that are oriented towards adapting and improving employment policies.

**Table 6**



Source PRODO 2012

Elaboration: Evaluando

The link with the network of experts of the ILO in Dakar, and the implementation in this country of the project "*Bonne gouvernance de la migration de main d'oeuvre et son lien avec le développement*" have provided expertise and facilitated the replication of training tools. The linkage with the network of experts and projects supervised by the ILO subregional office of Dakar was strengthened, providing coherence to the work of the office in the area.

**Algeria-** The project reformulated by Algeria, called ALICE<sup>6</sup>, has established a strategy with four lines of action to achieve the immediate objectives (outputs) of:

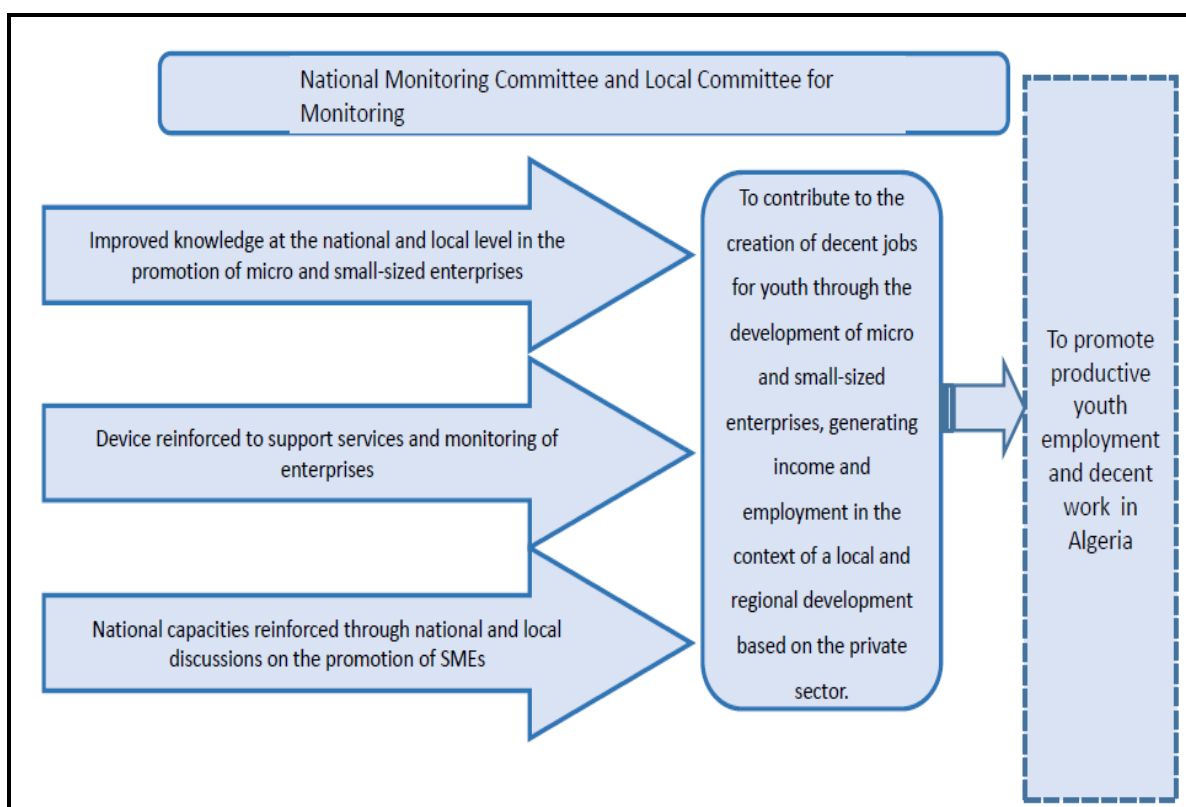
- ✓ Sensitizing local stakeholders (awareness raising days, training of managers and technicians, workshops and monitoring committees)
- ✓ Deepening knowledge of economic potential of the *wilaya* (collection of socio-economic information, surveys, interviews with key players, workshops for the identification of needs)
- ✓ Direct support to micro and small-sized enterprises (hospitality, selection of companies for customized monitoring, training of trainers who provide training to entrepreneurs)
- ✓ Capitalization (Y&E training, methodological transfer).

<sup>6</sup> Acteurs locaux impliqués dans la création d'entreprises

These axes become immediate objectives (Table 7) within the logic expressed in the context of a systemic perspective. Raising awareness of stakeholders and the establishment of monitoring committees fall within the framework of strengthening the necessary structure to anchor and raise ownership on the project results. The remaining three strategies tend to achieve products 1, 2 and 3 which include all activities set up as complementary development processes between them.

A small technical error in the formulation of objective 2 outputs must be reported. The error consists in drafting them as indicators instead of as goals.

**Table 7**



Source: PRODOC 2012

Elaboration: EvaluanDo

We can conclude by stating that the proposed model contains a correct implicit logic with the processes required to achieve the goal of development.

The reformulation of the Algerian component was part of a national vision. However, the selected development objective “Contribute to the creation of decent jobs for youth men and women-through the development of micro and small businesses“ would be in connection with the direct assistance component of the regional strategy through both of the expected outputs: 1. improving knowledge in the promotion of micro and small-sized enterprises, and 2. building services systems for micro and small-sized enterprises, as for their creation and for the subsequent support.

### ***7. Are indicators useful and the sources of information correctly defined with inclusion of gender-sensitive data?***

The horizontal coherence in the results chain focuses on the preparation of indicators linked to the desired product, (e.g., the achievement of studies or own national strategy) but it deepens in the quality or appropriateness of such products.

Indicators related to the training activities are built on the basis of measuring the workshop or meeting itself. Thus, indicators should have gone beyond measuring the presence of a certain number of people or activities. They could have indicated the satisfaction or achievement concerning the learning process through the use of questionnaires during the workshops, thus obtaining information on the effectiveness of such activities. Similarly, the program could have included indicators capable of tracking the acquisition of skills by assessing the capacity to implement and replicate the lessons learned through monitoring indicators.

The lack of indicators to collect gender disaggregated data does not allow monitoring processes of development in this dimension.

Efforts were made to adapt the indicators included in the reformulation of the program in **Tunisia and Morocco** and to present an array of monitoring indicators, which certainly constitutes in itself a necessary source of information to ensure an effective monitoring.

Certain limits to program feedback were identified, along with basic indicators that are not appropriate for decision-making purposes. The vast majority of indicators constitute the target to achieve but provide no information on the degree of progress for its achievement.

The indicators do not include sources of verification. This absence limits the provision of relevant information in order to: 1. feedback activities and processes with meaningful information, and 2. make decisions based on accurate and reliable information that help to adapt the intervention to the expected outputs and objectives.

**Mauritania-** Indicators from monitoring reports presented the characteristics already mentioned for the other countries. Indicators are focused on obtaining the output (workshop manual produced or workshop conducted) as well as the quantification of the number of participants or activities performed. Qualitative registry that may lead to value learning processes or the quality of the products obtained is lacking.

The final document “*Document de capitalisation*” showed a very important work of recapitulation, which reflects all the training and courses, and the number of people who attended. The registry is made through a database created for this purpose.

**Algeria-** In the same manner as the other national projects, the indicators established for measuring results were tailored to identifying the product or service product, and in some cases the number of people who were present. There were no indicators that reflected the quality of these products or the satisfaction of their users. No gender-sensitive indicators were found either.

Table 8 below includes some elements on the main criteria to take into account when designing indicators (both quantitative and qualitative, and process-oriented indicators) that could be considered to address the limits mentioned above:

**Table 8**

<p><b>Relevance:</b> indicators that identify valid information on the outcome / goal to which it is associated, and are able to provide meaningful information on the progress (whether positive or negative);</p> <p><b>Sufficiency:</b> indicators that ensure that the display provides all the information available to carry out the follow-up;</p> <p><b>Easy and efficient collection of information:</b> the indicator should enable collection of information that is accessible in the program's own processes and minimizes the level of resources used to obtain information;</p> <p><b>Verifiability:</b> The indicator is based on accurate and reliable sources;</p> <p><b>In time:</b> the indicator provides information in due time and as often as necessary in order to measure progress;</p> <p><b>Clarity:</b> the indicator should provide information that is understandable so that decisions can be supported on the confidence of the evidence</p>
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Elaboration: Evaluando

### 3.3 Quality of the processes

(Related to Conclusion 6, 7, 8 and 9 and Recommendation 4, 5, and 6)

#### 8. *Have projects included participatory and decision-making processes among key stakeholders, including female and male stakeholders?*

Participation is considered key in development projects as they contribute to strengthening democratic processes and accountability, supporting social consensus and ownership of the results. Two categories of participation in decision-making should be taken into account: the access to decision-making processes and the control over them.

**Morocco**-The tripartite mandate of the ILO was essential to provide a legal framework and obligation for the government of Morocco to focus the project on the writing of the NSE, since this process required the leadership of the Ministry of Employment with a permanent support from the ILO and the donor funds.

Thus, working on the programmatic document of two committees, one of a consultative nature (CCN) and a second to guide the project (CP) (as per output 3.1) indicates that the project was implemented from a participatory perspective.

The CCN met regularly with the mission of monitoring the diagnostic study and strategy from the formulation stage until its approval. Stakeholders engaged in this process were: the *Ministère de l'Emploi et des Affaires Sociales*, the *Ministère de l'Education Nationale et de la Formation Professionnelle (Département de la Formation Professionnelle et Département de l'Education Nationale)*, ANAPEC, *Ministère de l'Economie et Finances*

(*Direction Budget et Direction des Etudes et des prévisions financières*), *Ministère de l'intérieur, Haut Commissariat au Plan, Ministère de l'Industrie, du Commerce, de l'Investissement et de l'Economie Numérique, Ministère du Tourisme, Ministère de l'Artisanat, de l'Economie Sociale et Solidaire, l'Agence de Développement Social; le Conseil Supérieur de l'Enseignement*. Representatives of employers (CEGEM, Fédération des chambres de commerce, d'industrie et des services, Fédération des chambres de l'agriculture, Fédération des chambres de Pêche maritime, et la Fédération des chambres de l'Artisanat) and workers' representatives (UGTM, CDT, UMT, FDT), the donor - International Cooperation Agency (AECI), the technical team of the ILO, and teams of consultants hired for the diagnostic study were also an active part during the process. All stakeholders participated in the consultations conducted by the team of experts to formulate the SNE.

The preparation of the Annual Work Plan, as well as the preparation of TORs, the choice of consultant teams for the diagnostic study and formulation of the SNE, the validation reports and monitoring the work were also among the responsibilities of the Committees.

The MEAS has participated in the reformulation of the PRODOC to fit the Moroccan priorities. They highlighted that the work on the CCN and the CP has served to reach agreements and policies to work upon.

The tripartite model has led to limiting the committee assistance to the government, unions and employers. Thus, representatives of civil society associations have not played a role in this program. Residents of the regions, especially the most remote from the capital and / or those that offer higher rates of youth unemployment or employment in informal conditions and little or no social protection, were engaged at no stage of the program implementation.

The **Tunisian** component is characterized by a high level participative approach among the tripartite representatives. Key national counterparts have participated in decision-making processes that even started at the early stage of the program planning, as well as in the implementation of activities.

The ILO practice of building a Steering Committee throughout the program life circle was highly valued by the national counterparts. Two main outputs are of particular relevance: the creation of a culture of tripartite active participation in political decision making processes, and the possibility to adapt the program to the changing needs through the inclusion of new activities during the Steering Committee meetings, as in the case of the labeling scheme activity.

**Mauritania**- The participation of different stakeholders was achieved through the creation of a common space for dialogue that offered the establishment of the National Steering Committee. The Committee was piloted by the *Direction de l'Insertion*. Although there were tripartite meetings with representatives of associations, stakeholders did not feel there was extensive collaboration among them. The Committee has no activity currently.

When the focus was set at the expansion of the number of participants involved in activities, and in the responsibility for the duplication of courses, then the feeling of collaboration was real. Networking and involvement of a large number of stakeholders added relevance to the

project.

The project also faced problems regarding institutional participation. The weakness of some of the institutions involved led to a lack of capacity to develop inter-institutional collaboration in the area of youth employment. In contrast, the focal point appointed by the Directorate of Integration was perceived as a very positive element, serving as an anchor of the project within the administration, and contributing to an institutional ownership.

There was a lack of integration between the various departments of the Ministry of Employment, where an existing complex relationship forced the redistribution of functions, complicating the organizational structure and reducing their collaboration.

The participation of workers' and employers' representatives resulted in a more operational role rather than a decision-making one, using resources for training of trainers activities and other training processes. Others involved in the same functions highlighted doubts towards this aspect. The presence of NGOs brought additional value to the project and extended the area of work of the ILO itself.

**Algeria-** The project worked primarily with institutions responsible for employment (Ministry of Labor and Agencies) both at the national and the local level. The workers' and the employers' representatives also participated, but to a lesser extent. Their role was more targeted to consultation processes rather than in the development or implementation of activities.

Participatory initiatives were created at two levels: a National Monitoring Committee, acting as a tripartite management body with the presence of the Ministry of Labor, the ANSEJ, workers' and employers' organizations, and three Local Monitoring Committees, one for each *wilaya*, and where there was a space for debate and an active participation. The added value of these committees was the experience gained at the level of intersectoral collaboration.

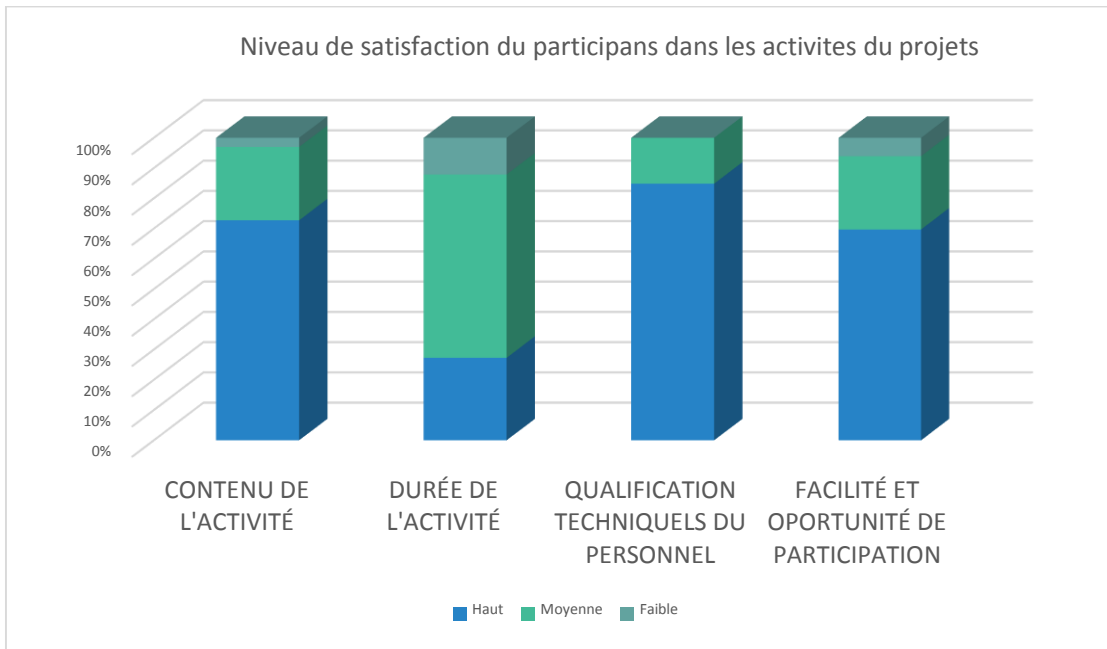
The committee participants considered it necessary to establish contact between the three local committees. They regretted the lack of exchange of common experiences and research of new ideas or solutions to the problems posed jointly.

It is evident that participatory processes were used in the development and validation process of sectorial studies, both through the exhaustive work of data collection and through the way of sharing and validating them.

The continuity of these committees, whose mission was to initiate studies of the various sectors, was a challenge that remains to be addressed by the Monitoring Committees once the program is ended. It will rely on consolidating a new space of power that requires the support of government institutions so that it continues to be a space for social dialogue.

Regarding managerial practices, the evaluation sought to identify the level of satisfaction of participants in various project activities. To do this, four different aspects were evaluated: content of the activities, duration, and quality of technical staff responsible for the implementation and possibility of participation. The results are reflected in graph 1.

**Graph 1**

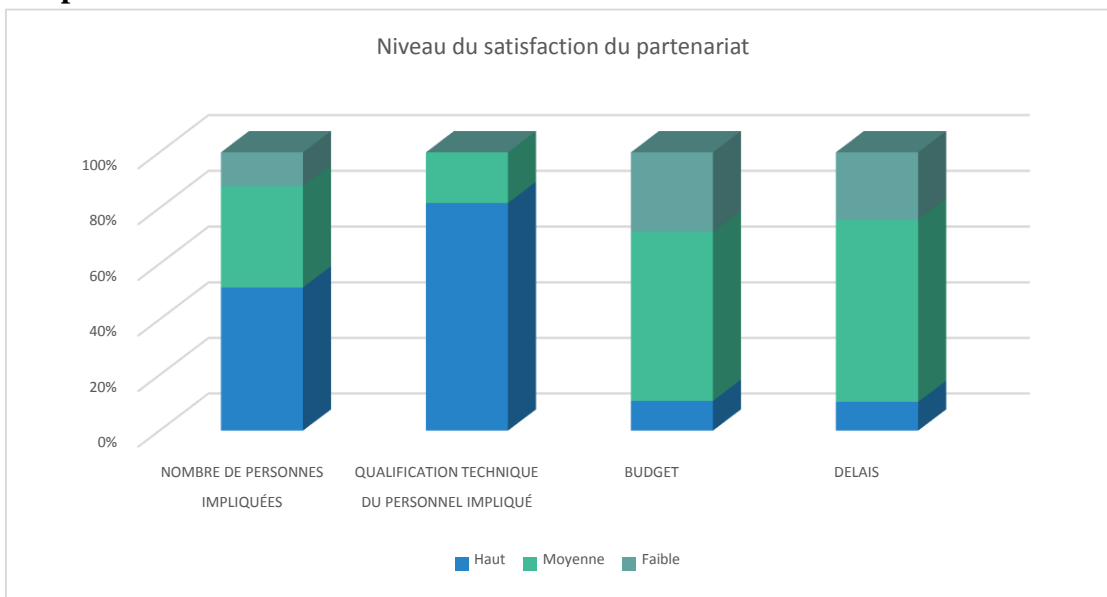


Source: Evaluation Questionnaires

Elaboration: EvaluanDo

The partnership was consulted on their satisfaction with regard to human resources, budget and deadlines. The views are summarized in graph 2

**Graph 2**



Source: Evaluation Questionnaires

Elaboration: EvaluanDo

**9. Has the program implemented adequate mechanisms to foster national and regional cooperation networks?**

**Region-** A Regional Steering Committee was created in a regional meeting in Rabat in 2012, during a tripartite workshop.



Despite the work done to set up an online network of experts at the regional level, it seems that this network has not reached a high level of implementation.

**Morocco-** Although theoretically inserted into the regional concept, the Moroccan component was developed autonomously and with the main focus on national objectives. There were Moroccan specialists in the area of employment who were integrated into the network of experts created by the regional program.

Nationally, the network was strengthened through a partnership between the digital platforms used to send questionnaires concerning the five axes of the SNE. The evaluation was not able to identify an expressed necessity of this platform from the stakeholders consulted. According to experts, it was essential in the process of developing participatory process while drafting the SNE.

Within the **Tunisian** component, an online platform was created in order to foster a national knowledge sharing network ([www.td-maghreb.org/tunisie](http://www.td-maghreb.org/tunisie)) among the national counterparts engaged in the national employment strategy. Additionally, the ILO also created a space for regional experts to share their expertise, where technical documentation could also be accessed. Despite the fact that these online mechanisms were highly valued by the stakeholders consulted, the overall knowledge sharing practice between government and civil society representatives was still reduced.

**Mauritania-** The activity organized in Rabat in 2012 was appreciated since it contributed to the establishment of contacts to promote a South-South cooperation, despite the fact that they were kept at a low-intensity level, particularly through technical cooperation between the Moroccan and Mauritanian ANAPEJ. These relationships cannot be considered a result of the project being evaluated, but rather as an output of collateral related work, such as CREE and SEED programs. Regional cooperation was undertaken through sharing tools from other programs of the countries concerned by this program. Morocco adapted these tools for young people from the Arabic and French version provided by Mauritania, with the same practice for Tunisia. This has contributed to generating regional technical cooperation dynamics.

**Algeria-** The project generated coordination mechanisms within the institutions involved at the national level and the local organizations in the “*wilayas*”. These mechanisms enhanced local agencies through an external project that targets them. Thus, this has promoted intra-institutional relations.

The use of the SIYB training system directly link the program with the initiative developed by the ILO for more than three decades, which is also widely implemented globally.

Concerning networking at the national level, participants pointed out the need for more in-depth work in various areas. Firstly, a higher level of horizontal coordination between the three local committees was manifested. Secondly, the generation of a network of young entrepreneurs allowed them to channel their interests and problems. Thirdly, a network of trainers promoted knowledge exchange. Finally, greater interdepartmental cooperation was also required.

As per the supranational networks for the Maghreb region, the cooperation enhanced by this program consisted of ad-hoc consultations of a technical nature by the ILO office in Cairo. There was a history of technical cooperation between Mauritania and the ANSEJ and ANAPEJ, but the work was not part of this project. Local actors felt that this type of initiatives would be a very interesting experience to encourage in the near future.

***10. To which extent have projects conducted activities taking into consideration participation of both female and male stakeholders?***

Gender analysis needs to be addressed at different stages of project design, the processes performed and the expected objectives. Overall, it cannot be determined that the gender perspective was integrated into the design of the components. An absence of a strategy to help offset the supremacy of man over woman in these patriarchal societies was perceived. The program did not integrate mechanisms capable of increasing the presence of women from trade unions and employers' representatives. Although some female participants attended some activities, this fact did not ensure that there was a willingness to work in defense of the strategic interests of women.

Regarding the implementation process of the project, the presence of a women's team as a representative of the technical team of ILO's and the presence of gender experts should be highlighted.

It is at the level of results where an improvement was seen in the gender component. In the case of **Morocco**, the SNE included a special section aimed to enhance the female workforce in the axis related to human capital. The operational objectives of focusing on addressing girls' education specific interventions of public services to facilitate the entry of women in the workplace, the promotion of local jobs and labor-intensive services for female workers, and measures to improve the reconciliation between work and family were highly relevant.

These gender-related measures of the SNE will still need to be operationalized through the Action Plan for the employment policy for women and will be subject to budget allocation. It would be key that the ANAPEJ operationalizes these areas in close collaboration with associations and the NGOs in defense of women's rights model. They could also be reinforced by the coordination with the Ministry of Solidarity, Women, Family and Social Development.

Activities implemented in the **Tunisian** national component took into consideration both male and female institutional representatives, and sex-disaggregated data was included in the technical document prepared. Moreover, documents such as the National Strategy for Employment and specific capacity building seminars included a gender-dimension in the labor inclusion challenges of youth in Tunisia.

An overall gender-mainstreaming strategy to trigger a change towards more equal relationships between men and women is yet lacking in the design of the component. More specifically, the activities implemented could have already included the logic of combining endogenous elements, such as mechanisms to address women and men self-esteem and social and labor recognition, with changes in their lifestyles that arise from the relationship

of women with their environment (practical needs) and socio-political needs (strategic interests). As manifested by stakeholders consulted, whereas challenges for women in the region of Tunis are moderate, these worsen in the Center and Southern regions of the country, where further initiatives need to be taken to integrate gender equality norms in traditional practices.

**Mauritania-** The project was not designed with a strong gender perspective as highlighted for the rest of countries. Efforts were made to include women's groups in vulnerable situations, with very positive results in financial education trainings. Working with women's cooperatives was significant since it was considered essential in the learning process of managing their small businesses. Similarly, the presence of young women in the training modules in "green jobs" should be highlighted, although this participation was in a reduced percentage. If the cultural context is taken into account, this inclusion is important and should be encouraged with compensatory mechanisms and support for the inclusion of women.

**Algeria-** The work with women is normally channeled at the institutional level through the Ministry of National Solidarity, Family and the Status of Women, as well as the ANGEM. In this case, this project was channeled by the ANSEJ, mostly omitting to incorporate the groups that are normally targeted by the other agency.

On the other hand, women's associations were represented in this program through an association of rural women. According to information received verbally, they were invited to participate but eventually did not join the program.

There was a desire to include women in selection processes, for example to investigators and interviewers, or in the selection of national consultants. This aspect was a requirement imposed to the ANSEJ in the selection process of these groups. However, the gender perspective was taken into account in the studies and in the selection of the labor sectors. For example, the selection of the dairy industry by the *wilaya* of Setif can be seen as a capacity-building initiative targeted to women, since a high proportion of farms were managed by women.

### **3.4 Effectiveness**

**(Related to Conclusion 10,11, and 12 and Recommendation 7 and 8)**

#### ***11. To which extent have expected outputs and objectives been achieved?***

**Region-** The level of achievement of results at the regional level was very low. A regional Steering Committee was established in 2012, which only met once.

At per the online platforms, two online websites were created. The platform *droits des jeunes* and the platform *td-maghreb.org*. Whereas the first one was a requisite from the ILO-HQ to sensitize youth in the area of labor rights, the second aimed to operate as a knowledge sharing network during the design of the National Strategy for Employment. Additional advertisement needs to be done of the first platform available through computer and mobile phone (android and IOS system) to raise awareness in the area of labor rights among a broader audience of young workers.

Capacity building activities engaged government representatives from Morocco and Tunisia and social partnership in seminars such as "*Les politiques d'emploi*"; "*Les défis de l'emploi des jeunes dans la Mena region*"; "*constituents Tunisie et de la Mauritanie à l'Académie sur le développement durable de l'entreprise et l'entrepreneuriat des jeunes*"; "*Suivi et l'évaluation des programmes d'emplois des jeunes, des représentants au profit de l'emploi des ministères of Tunisie, Maroc, Mauritanie at the UGTT et aussi Utica; analyze des données d'enquête evaluaer pour les conditions du marché du travail et les progres in matière du travail decent*" for repretantes the Ministry of Employment and Nationaux Observatory Tunisie, Maroc et Mauritanie. All training took place at the ILO-ITC in Turin.

Although these activities were positively assessed by the stakeholders consulted by the evaluation team, the team had no access to the assessments of skills acquisition.

## Morocco

**Objective 3:** The capacity of labor market institutions to develop policies for the employment of disadvantaged young people will have been strengthened by the end of the project.

**Output 3.1.** Project coordination framework, established and operational

The first output focused on the creation of two committees in charge of tripartite decision making processes and the monitoring of the implementation of the project. They were valued as successful. All parties consulted during the evaluation process confirmed their active participation in the committees. Due to the numerous meetings that were held during the process of formulation and approval of the SNE, the stakeholders met only at the level of the CCN. This Committee was chaired by the AECID, the ILO and the Minister of Employment. The leadership of the Ministry of Employment and Social Affairs (MEAS) should be highlighted at the national level. Their meetings exceeded a merely informative nature and were focused on decision-making throughout the process of the SNE as per the tripartite mandate of the ILO.

The process was highly rated by the social partners, who recognized the value of the ILO's support and the regularity of the meetings to follow up the measures taken. This led to a serious tripartite action on matters of national order.

**Output 3.2** A National Employment Strategy and a National Action Plan on Youth Employment that take account of gender are produced.

The process of drafting the SNE was the main focus of the program. It was developed in a fully participatory way through committees.

The process began with the adaptation of the PRODOC to new deadlines, resources and needs. An agreement to conduct the SNE for the decade of 2015-2025 was reached, at which social partners (unions and employers) participated actively.

A call for experts to carry out an assessment of the actual labor market situation and address the major challenges for the governance of the labor market and employment was conducted. Four reports focusing on the macroeconomic impact on job creation,

evaluation of active labor market policies, and governance of the labor market were carried out. Among other findings, the need for a renewal of the public action paradigm for employment stood out, bearing in mind that this issue is transverse and complex.

This diagnosis was discussed and validated by the CCN and was the basis for the formulation of the SNE based on four strategic areas of:

- 1- Promoting job creation
- 2- Developing human capital
- 3- Improving the efficiency of active programs of employment and strengthen the labor market intermediation.
- 4- Developing the governance framework of the labor market

The central objectives of the strategy were: to created jobs in an optimal quantity and quality level, to correct the reasons that determine the difficulty for young people and women in accessing employment and correct the territorial disparity.

Upon completion of the evaluation, the strategy was presented by the Minister of Employment to be incorporated into the government's agenda for approval. Although this process does not depend on the project technicians and members of the CCN, it was expected that the SNE would be approved shortly. Recognizing the SNE as a state strategy that will become a national policy, going beyond the ministerial level, implies a required allocation of funds for its implementation.

The second part of the expected output (the development of the Plan of Action for the operationalization through active policies related to the SNE) could not be launched due to the need for the SNE to be endorsed by the government, as per stated by the Ministry of Employment.

<b>Output 3.3</b> Capacity of labor market institutions to design, monitor and evaluate action.
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<b>Output 3.4</b> The capacity of the social partners to mobilize action on youth employment strengthened.
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These outputs were partially addressed through the process of drafting the SNE. Conducting five tripartite workshops (ateliers) regarding the SNE contributed to strengthening partnerships among institutions. The topics covered a) Valuation of human capital; b) Which are the macroeconomic and sectoral policies for the promotion of decent work; c) Political activate employment policies and intermediation in the labor market; d) territorialisation of the employment policy; e) institutionalization of the NSE.

Two ateliers regarding the “*Formulation nationales des politiques de l'emploi*” were performed; and *Quel travail décent du Maroc pour SNE?*” were also undertaken. Finally, tripartite constituents participated in the regional workshop of « *les politiques actives du marché de travail* ». "Formulation of national employment policies" were performed; as well as What Moroccan decent work for NSE? the "active labor market"

These workshops were positively assessed by social partners although all stakeholders were of the opinion that once the SNE was approved and the Action Plan launched, ongoing training needs would still be required.

The ILO has prepared briefing notes as a summary of the targeted policies

**Output 3.5.** The capacity of the observation device of the labor market to analyze and disseminate labor market information (LMI) for young people strengthened.

The Observatoire National du Marche du Travail was present during the program implementation by providing information for the SNE diagnosis study. Its role will continue once the SNE is approved since it contains a component for monitoring and validation of results. Despite the gathering of data will be through a participatory process, the data will go to the observatory. Thus, it is necessary that the decisions that will be taken on data collection methods are along the lines set out in the plan for monitoring and evaluation of the SNE, and so be transmitted to the observatory.

According to workers' representatives, it was important that the work of the Observatory be supported by a reinforcement of the labor inspectorate so that it could bring data related to informal work, which currently is not reflected in the data of the Observatory.

**Objective 4.** An integrated set of active gender-sensitive labor market programs, designed to increase employability and improve employment prospects for young women and men, will be successfully conducted by the end of the project.

Objective 4 was suspended due to the 20% reduction of the budget and timeframe for 2015. As a consequence, tripartite constituents agreed to focus all efforts on the SNE. Interviewed stakeholders agreed that it was a collective decision-making and not imposed by an institution.

## Tunisia

**Objective 3** Strengthen the capacity of labor market institutions and the UGTT / UTICA to design and implement policies to promote youth employment by the end of the project

**Output 3.1.** Project Coordination framework established and operational

The output was achieved. The Steering Committee was created to allow tripartite constituents to participate and make decisions throughout the program life cycle. All national representatives confirmed their participation in consultations and decision-making

**Output 3.2.** The ability of labor market institutions and Public Employment Services to design, develop, implement and evaluate employment policies and programs is strengthened

At this level, the program implemented activities in collaboration with government institutions (MEPF and ANETI) aimed to reinforce capacities regarding solutions for youth employment, vocational labor insertion of youth workers, monitoring and evaluation and accountability of results. The latter was highlighted as essential for the years ahead and for the social dialogue process that starts in Tunisia.

As part of this output, an online platform ([www.tunisie-aprentissage.tn](http://www.tunisie-aprentissage.tn)) was created in collaboration with the ATPF as a one-stop shop for vocational training information in Tunisia. The content of the platform resulted from a participatory process that engaged representatives from the government, workers' and employers' representatives, technical experts and youth. Despite the high number of visits, taking into consideration the short life of the website (18.509 visits as per April, 2015), further promotion of the platform needs to be done to raise awareness for a broader audience.

**Output 3.3** The capacity of the MEFP and the National Observatory of Employment and Qualification (ONEC) to collect and analyze information on the youth employment market is reinforced at central and regional level. (The development of this product will depend on planned additional funding)

As the national institution that provides labor market data to the Ministry of Employment, the reinforcement of ONEQ's capacities remains essential. Moreover, reinforcing capacities in the area of active employment programs were highly valued as it is a fundamental component for the government priorities in the area of labor and employment.

Additional capacity reinforcement activities targeted by institution and function were highlighted by ONEQ as still required. There is also the need for the ILO to support the implementation of impact evaluation of programs.

The elaboration of surveys such as the ETVA<sup>7</sup> and additional studies with the support of national institutions such as INS, which is in charge of the observation of the labor market, was essential to incorporate updated data to the National Strategy for Employment. The achievement of the ETVA survey was key to increase the level of information of the MEFP that could guide other initiatives taken by the government in the area of youth unemployment and labor insertion. There was a public presentation of the results of the survey, which was an effort that contributes to widespread labor knowledge in the country. The results of the survey have also been a basis for political measures made towards youth employment protection in Tunis.

**Output 3.4** Support for the information system and career guidance for young people, as well as active support measures, are implemented in collaboration with ANETI and pilot experiments are conducted for its operation.

Capacity reinforcement activities were highly rated by the ANETI since the support provided regarding vocational training was a priority to attend the high level of demands the institution receives from job seekers.

The technical support provided by the ILO to prepare the new national classification of occupations guarantees the international comparability of results, and the new classification has already been used for the census and the quarterly employment survey.

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<sup>7</sup> Financed by the Mastercard HQ.

The support provided in formulating a new law that integrates this classification in all Tunisian employment-related institutions could be considered as a strategic move done by the ILO.

**Output 3.5** Involvement of youth associations in the employment policies

Learning processes were implemented with civil society representatives with the aim of targeting them as labor orientation outsourced-services. Due to the decision to prioritize the ILO support on the traditional tripartite institutions, there is still room for additional activities to be undertaken in order to consider this output as achieved.

**Output 3.6.** UGTT / UTICA are qualified to analyze the youth employment market, develop and implement policies.

Capacity building activities were undertaken to reinforce the knowledge of these institutions in the areas related to monitoring and evaluation, RBM, as well as decent work and labor rights. As part of this process, tools such as the guide of labor rights were adapted to Arabic, which was highly valued by the workers' representatives.

UGTT moderately rated the relevance of the learning processes undertaken within the program and highlighted the needs for additional actions to be taken to fully reinforce their capacities to address their new role of tripartite member within the scope of the social contract. The following two main priorities that still remain to be address were highlighted. On one hand, they require the ILO's support to learn from homologues on their role of tripartite constituents and to reinforce their capacities to act as a tripartite partner in legislative-revision processes. On the other hand, the ILO needs to focus the support on increasing capacities in the area of continuing education through labor life. Suggestions given by the employers' representatives also prioritize the need to reinforce capacities and accompaniment of youth entrepreneurs, as initially conceived under this output.

As per the broadcasting of the initiatives undertaken, the UGTT is already working on presenting the guide on labor rights in the schools. Additionally, the ILO has prepared brief concept notes where main key points are presented (green jobs, educational system in Tunisia, labor market, etc.). A communication process to reach a broader audience is still required.

**Objective 4** Improving youth employment in quantitative and qualitative terms

**Output 4.1** Programs to support innovative sectors are implemented.

Whereas the initiative to foster public-private partnerships requires still further social sensitization, the activities undertaken in the area of labeling scheme and certification of competences were identified by counterparts as essential in the area of promotion of qualified employment. More precisely, the ILO support was focused on the definition of the label scheme, a benchmark of required competencies to have in order to obtain the



label. Additionally, the work was undertaken in a decentralized manner through vocational training centers.

This measure could be considered as relevant for the enterprises. Nonetheless, the benefit to workers is still questioned. Despite obtaining a label that relies on the certification of worker competencies, the challenge remains in the labor market to recognize worker certification and the challenge remains in the labor market to recognize workers' certifications, as well as in the use workers could do of this certificate for employment promotion purposes.

**Mauritania-** The project strategy was designed at three levels: macro - oriented to the creation or reform of employment policies; meso – focused on intervention strategies; and micro – oriented to the direct intervention with the creation of tools. This was developed in an effort to articulate the project with the products included in the PRODOC.

**Output 1.3** Framework established for implementation, monitoring and evaluation of the program

The National Steering Committee was formed in May 2012 with the mission of establishing the project, initiating it and following up on it. The *Direction de l'Insertion* took the presidency. The Committee does not seem to have had a continuous activity; a unique meeting took place in 2013. At the time of the evaluation, the Committee was not functioning.

**Objective 3:** By the end of the program, the capacity of labor market institutions to develop policies for youth employment, taking into account gender aspects will have been strengthened

**Output 3.1** Capacity of social actors and technical and management staff at central and local level of SEP are strengthened to be able to contribute to policy formulation and implementation of youth employment programs

To achieve output 3.1, the work focused on training technical personnel, the dissemination of the concept "youth employment" during the week of the ILO, the training of journalists, and the reformulation of the employment strategy.

Three training of trainers' workshops in the area of employability for institutions' staff were conducted in 2013. The satisfaction of the newly trained trainers was high, especially because they took place in Arabic. Similarly, training in participatory communication took place targeting a network of journalists and dealing with the concept of decent work to achieve a proper diffusion of the concept.

The program supported 2012 and 2013 editions of the *Salon de l'Emploi*, and completed the ILO Week, during which national workshops and presentations of all the activities implemented by the project were held.

The National Employment Strategy, drafted in 2007, was never implemented. In order to overcome this situation, the project hired a consultant to do the review. The process was not valued by the institutions, which confirmed their interest in pursuing a more ambitious

reform. Validation was not obtained, and the work is currently driven by a project financed by the African Bank.

**Output 3.2** Statistical tools are developed and implemented.

Database- The ILO worked with the French employment services or Pôle Emploi. The training conducted jointly with Morocco was financed by program. A new database was completed, enabling enrollment and online research through the harmonization of codes and their integration into a single program. The trainings were conducted and a center was opened for the reception of jobseekers by ANAPEJ. This was implemented within the TEAM project (funded by the European Commission) that ensured continuity of the initiative, pursuing the dissemination of the program in other provinces of the country. It seems necessary to keep track of its dissemination.

**Objective 4:** An integrated set of innovative programs, involving a partnership between public authorities and the private sector, has been successfully completed by the end of the program

**Output 4.1** A green job creation program is launched

The green job creation program started with a study similar to the one carried out in Senegal by the NGO ENDA for the analysis of potential green jobs creation in some of its regions. In Mauritania, the study was done in the regions of Nouakchott, Trarza and Gorgol.

Various workshops were provided in the following topical areas: organic farming; stone masonry and earth; and repair of solar and wind equipment. To do so, a curriculum for vocational training linked to the implementation of a training system regulated by INAP at the national level was created.

The green jobs initiative was highly valued by INAP and the trainers. Interest was expressed towards the areas of: sustainable development and respect for the environment; the adaption of traditional Mauritanian models; and an increased value in resources such as solar energy, which is very present in Mauritania. Whereas the training of trainers was conducted, direct training processes are still required in organic farming. It should be emphasized that these learning processes were included in a formal process of vocational training through the national training system. Its effectiveness was high, except in the organic agriculture, where it would be desirable to work with NGOs specialized in the initiation of experiences in rural areas.

**Output 4.2** Institutional employability mechanisms in charge of supporting job seekers are improved

The process began with the consultation of 13 players among the institutions and social partners involved in improving the employability of young Mauritians. In a second phase, the Handbook of Employability was adapted to the Mauritanian context. Then it was translated to Arabic. For the promotion of courses, dissemination was done in neighborhoods, where local languages were used. Dissemination plans and presentation tools, as well as training of trainers, were also held, the latter playing a key part in the

training dissemination. The output was achieved with a high level of efficiency.

**Output 4.3** A financial education program is set up for better financial inclusion of young people.

Financial education is considered a priority for people who have a more or less developed knowledge in their area of expertise, and yet needs basic training on the use and management of financial resources. The working system is the same as that chosen for Employability, through the creation of the network of institutions involved, adapting the material and its dissemination, and the training of trainers' work and dissemination.

#### Algeria-

**Objective 1** The knowledge at national and local level, in the promotion of micro and small enterprises are improved in order to develop an approach and support services to the target.

**Output 1.1** Sector studies are implemented to promote knowledge of the environment and BEP action plans.

The immediate objective 1.1 was largely achieved. Three sectorial and territorial studies were made to develop a specific and realistic diagnosis of the current socio-economic situation. The studies were entitled "Prospective analysis of economic development and promotion of Micro Enterprises and SMEs" with the subtitle adapted to each *wilaya*. Studies were supported by a "Methodology Guide. Prospective analysis of the development of the *wilaya* and opportunities for micro enterprises will enable them to have a tool to reproduce the study after the project's closure.

Similarly, three studies were conducted on the most favorable economic sectors in the development of micro, small and medium-sized Enterprises in the three *wilayas* selected by the intervention. A different sector was selected by each *wilaya*: tourism in Tipaza, milk and its derivatives in Setif, and crafts jewelry in Tizi Ouzou. In addition, there was a "Methodological Guide" More precisely in the sector and opportunities for small businesses" was developed.

The studies were entrusted to an international consultant and a national consultant. Data collection was provided by a diverse group of interviewers. A training workshop for investigators was conducted. The process was continuously monitored and validated by the NSC and the respective CLS.

The evaluation of these products was positive due to the validity of the stakeholders involved in the participatory methodology used and the practical recommendations concluded. Nevertheless, some concern was expressed on how to proceed to put these studies into practice.

**Output 1.2.** Recommendations and action plans are developed and provided for the implementation of sectorial programs

The three action plans were included in the studies of each *wilaya*. They were considered appropriate to meet the needs of the population, as well as feasible.

The delay in project deadlines limited the creation of new companies in each sector and

the strengthening of existing businesses. In the project's adaptation process, the option to create 10 project profiles within each sector as a reference and model to follow when starting up a business was selected. One training workshop was conducted where the action plans and project sheets including business ideas to develop in the future were used.

The application of these sheets still remains to be done, since there was no time left within the program's life. The importance of these sheets is high since they serve guide young people towards sectors and projects identified as interesting in each *wilaya*.

**Output 1.3** Organizing and conducting training for the promotion of SMEs for local actors

Training seminars were conducted in each *wilaya* for local stakeholders. Workshops were held for the presentation of studies and methodological guides. The procedure was the same in both cases. The studies and the sector analysis were presented in Algiers. This presentation took place on the project's closing ceremony, and was positively valued by attendants.

**Objective 2** A service device for micro and small enterprises is reinforced and/or put in place for the support and monitoring of enterprises (pre- and post-creation) in order to ensure the progressive sustainability of the regional economic fabric

**Output 2.1** Number of local stakeholders with knowledge of the MPE environment (incorrect formulation)

**Output 2.2** Participation rate of local actors to sectorial programs operations (incorrect formulation)

**Output 2.3** The local training capacity and methods to GERME CREE is increased.

The objective of reinforcing capacities was achieved. Analyses of the services provided by the ANSEJ were conducted in each *wilaya*. The ANSEJ this institution has focused on training and monitoring of SMEs. The SIYB trainings were organized and carried out. The training material was approved to ensure the quality of the training for the SIYB even if the master trainers belonged to different state agencies. The modules were adapted to the country, and one was translated into Arabic. In order to allow for better management, a database of master trainers was created.

The SIYB program was implemented in the country since 2004. Prior to this project, SIYB had three master trainers and 15 trainers. Three training cycles of training for trainers were conducted, and three training courses for entrepreneurs were developed as well. The ALICE project helped to increase the number of master trainers to 15, and the number of trainers of the ANSEJ has increased to 75. The function of the trainers is to work on case studies. At the closure of the project, the ANSEJ have one trainer in each of the *wilayas* (48) and two trainers in the pilot provinces of this program.

To qualify as such, trainers should provide advice to young holders of business project. On one hand, this support was provided by trainers of the ANSEJ, and on the other hand, by the ALICE project. The work with entrepreneurs was conducted by the technical team

of the project. Up to 240 young people were supported by trainers during internships by the ANSEJ, and 280 by the technical team of the ALICE project.

The beneficiary population expressed the need to consolidate this learning process with a follow-up of the business once it was established. The concern that the same sector of the market ends up being saturated was also expressed, since new companies received an economic grant by the ANSEJ. This allocation may be perceived as unfair competition between entrepreneurs, who are trying to consolidate their activity after investing the grant or did not benefit from it. This is why the ILO recognized the need to conduct a study on the mortality of enterprises and their average lifespan in order to measure the impact of the ANSEJ mechanism in which the ILO program has worked, and to check where the index of saturation linked to the financial grant remains.

<b>Objective 3.</b> National capacities enhanced by the enthusiasm of national and local discussions on the promotion of MSEs
<b>Output 3.1</b> A tripartite national committee monitoring the project, composed of project stakeholders is highly operational
<b>Output 3.2</b> National and international meetings on the promotion of MSE in conjunction with employment and local development organized under the responsibility of the monitoring committee.
<b>Output 3.3</b> Proposal notes for MSE promotion policies are developed and disseminated.

The product was achieved. Four Monitoring Committees were established (one at the national level) and were integrated by representatives of government agencies, workers' and employers' representatives in accordance with the tripartite mandate of the ILO. In addition, three local committees were created. They included representatives of all the stakeholders involved in the area of employment in each *wilaya*. The management was taken by the ANEM, the ANSEJ, and the CNAC.

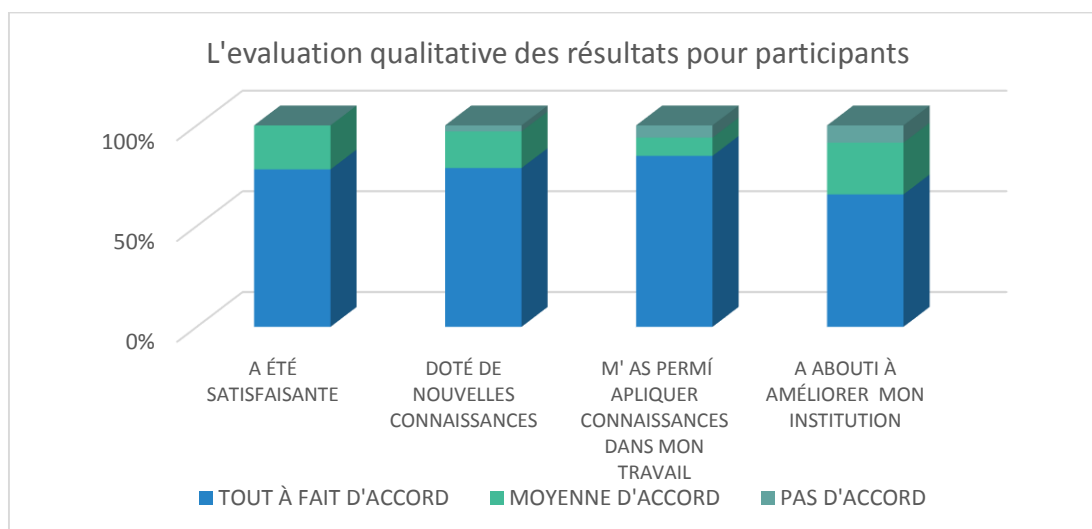
These Committees were formed by awareness raising sessions to present the ALICE project. They were used to promote relationships between stakeholders in the same locality, and to generate a sense of ownership of the project. A document was drafted on how to manage a Monitoring Committee to ensure independent functioning after the project closure.

To conclude, the question of the degree of achievement of results was assessed using questionnaires. Attempts were made to assess the degree of acquisition of the skills by the participants according to the Kirkpatrick<sup>8</sup> scale with four levels: reaction, learning, behavior and results.

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<sup>8</sup> Kirkpatrick, D.L., & Kirkpatrick, J.D. (2007). *Implementing the Four Levels*, Berrett-Koehler Publishers

**Graph 3**



Source: Evaluation Questionner

Elaboration: Evaluando

One can see that almost 60% of respondents agreed that they had reached the first two phases, and about 50% of respondents believed that they could improve their institution. It is noteworthy that 75% of respondents believed that learning could be applied in their work.

## 12. Have there been positive/negative non-expected results?

**Morocco-** ILO's presence in the country contributed to an increase in the number of resources in the office, as well as locally, increasing the visibility of the ILO towards the government and social partners.

**Tunisia-** The ownership of the tripartite decision-making process demonstrated by the consulted representatives could be considered a positive non-expected result. The use of the ITC to reach a broader audience in Tunisia could be considered a positive result. Nonetheless, further promotion of the online platforms is still fundamental to widen the additional ILO audience, although their sensitization would require specific activities that work on this goal.

**Mauritania-** The expected results were achieved, and it is particularly appreciated the fact that results were obtained in close proximity to the beneficiary population. An important dissemination of the work was done through and among young people. Youth Radio Mauritania was involved in this process as well as the Rap Citizen Mauritania project, which counted on the support of traditional musicians in a music album to sensitize the general population on the issue of youth employment.

Finally, the effort to concentrate all information in a final document "document de capitalization" that brings together the achievements of the project, with testimonials and a very pedagogic design, was welcomed.

**Algeria-** Inter-institutional relationships were strengthened through training of trainers activities. The CNAM is the agency, which already had trainers, and they provided training to those from the ANSEJ. Simultaneously, agreements were reached to train other agencies'

officials. As a consequence, inter-institutional work emerged stronger, encouraging agencies to work together in a context where such practices were seldom integrated into the Algerian public structure mechanism.

The work did not provide intensive support to young project entrepreneurs, but rather focused on a valuable complement that supports the theoretical training work. In this way, the project was able to reach the most direct beneficiaries. From this point of view, the flexibility of the project was highly valued.

During the life of the project, participation in certain events gave visibility to the project and to the ILO's work in the country. Active participation was reflected in the presence at the *Salons de l'Emploi*, at the craft fairs, and on a documentary of the UN.

### ***13. How do outputs and direct results contribute to the ILO thematic strategy?***

Overall, implementation of the program falls in line with the ILO's sub regional strategy for North Africa, which focuses on the creation of opportunities for young women and men and the most vulnerable, the empowerment of social partners as well as the improvement of social protection.

This is very much in line with what the social partners in Tunisia and Morocco requested from the ILO. Their requests were in fields of employment and social dialogue among others, which fall under the objectives put forth in the sub regional strategy for North Africa.

**Morocco-** The objectives of the program contributed to the objectives included in the Decent Work Country program: job creation; guaranteeing the rights of workers; extending social protection; and promoting social dialogue.

Strengthening tripartism was one of the key outputs. Despite tripartite processes having already been implemented, establishing the same approach while working on a national SNE was highly valued by the organizations engaged in the project. An appropriation of this approach by national stakeholders was observed.

In **Tunisia**, the ILO was working on providing technical support in the area of SMEs. In collaboration with five international organizations, the ILO began a program to support the strengthening of local institutions in the promotion of youth employment to tackle migration risks. In Tunisia, the ILO also seeks to promote an enterprise and self-employment culture among young people.

**Mauritania-** Although the ILO cooperation with Mauritania has a long history, the presence of the agency in the country was not permanent. This factor hampered the implementation of this project due to the lack of support from a technical office in the country.

The extended duration of this project embedded new projects with experts and the administration. At the time the evaluation was conducted, the establishment of a country office was expected. The increased national presence of the ILO and its technical support

is highly welcomed by the institutions.

The involvement of workers' and employers' representatives in joint working dynamic with the institutions responsible for employment contributes to the ILO mandate of tripartism. Although some distrust was detected among stakeholders, the work model of the ILO was strengthened.

**Algeria**-The project contributed directly to the DWCP signed between the Government and the ILO between 2011 and 2014. The purpose of creating decent jobs for young Algerian men and women through business development was guided by two immediate goals: "Decent jobs through entrepreneurship for young men and women are promoted within the framework of existing structures, strategies and initiatives" and "Decent jobs for young men and young women are promoted through the development of services intermediation ". These two immediate objectives were addressed within the scope of the ALICE project.

The creation of the Monitoring Committees and the participatory approach used in conducting the studies have contributed to promote the tripartite work with workers' and employers' representatives, as well as within inter-institutional work. The ILO has taken the necessary leadership in coordinating these stakeholders.

The ALICE project helped to consolidate the SIYB as a product of the ILO in Algeria. Placing the SIYB program webpage within the database that connected the Algerian master trainers among themselves and to the other master trainers, helped to increase the availability of information of the SIYB program.

### **3.5 Efficiency**

**(Related to Conclusion 13 and 14 and Recommendation 9 and 10)**

***14. Have resources (personnel and know-how) been coherent with the expected objectives and planned activities? If not, what have been the reasons for deviations? Have deviations been drivers or limitations towards the achievement of objectives?***

The program had a number of experts who contributed very effectively to the implementation of the expected objectives.

The ILO team was formed by a CTA responsible for the regional component and the Tunisian and Moroccan components. This post underwent a personnel change, which affected the program delays and the need for adjustments. Despite the extraordinary efforts of the ILO experts in charge, the dual role of a regional and country responsible was not consistent with the objectives that were planned and the actual needs that existed. In order to respond to the scope of the regional component envisaged in the PRODOC, a person in charge of the regional component on an exclusive basis would have been necessary.

Each country had a CTP or national responsible –except Tunisia- with the role of directing and implementing each respective component. The team had to deal with two additional problems added to the complexity of the challenge: the delay in some cases of appointments and commencement of work, as well as a reduction in funds and deadlines. In all cases



without exception, their work was impeccable, dedicated and deserving of congratulations. Their professionalism highlighted their ability to tailor each case to the specific needs of the country and efforts to meet deadlines and overcome economic difficulties.

The team was supported by a group of the ILO technical officials in Cairo and Dakar, as well as with experts from Headquarters, who had permanent and continuous work of support, counseling and presence in the field on the key moments of each national implementation process.

The effort of the staff that provided administrative and technical support at the national offices was also highly valued. It should be noted that Mauritania worked within less favorable conditions when compared to other offices, not having a country office and material resources.

The project in **Mauritania** was under the direction of the Deputy Director and the focal point within the Office EAT/Dakar BP, who received support from an employment specialist on youth and migration issues and from a national coordinator, whose duties were particularly focused on boosting relations with institutions, as well as on coordinating all partners.

A large team of junior consultants provided technical support and management in the development of various project components: green jobs, employability, financial education and communication for development. A link was made with national stakeholders at all levels: institutions, teachers, unions, employers' organizations and civil society representative associations, who brought their experience to the subject.

The technical team was highly valued by national partners due to its technical and managerial skills. The ability to implement the project within the short period of time was highly valued as well. However, according to interviews, more training for trainers was highlighted by some training centers in order to increase the duplication of the work.

**Algeria-** The project was supported by one national coordinator, three local coordinators and three assistants (one per *wilaya*), nine interviewers, three consultants and three master trainers. Human resources were considered sufficient since the period when the coordinator was recruited to implement the program. The staff selection process was carried out by a public announcement to guarantee institutional transparency. The process of adapting the team to the workplace was long and laborious. For example, interviewers needed to be trained to be able to codify the surveys for their statistical processing. As for the consultant team, it was decided that it would be a joint national/international perspective and in a gender-balanced composition.

All countries had a constant contact with the AECID, which was involved to a greater or lesser degree depending on time and circumstances.

**15. Has the budget been sufficient to achieve the program objectives? How has the budget reduction affected the achievement of objectives?**

The evolution of the RAF / 08/11 / SPA program budget is consistent with the process lived throughout the years. The project, originally planned for 2008-2012, began with a budget of € 500,000 in 2008 and a second one of € 1 million in 2010 (see Proposal Spanish Government 11-05-2012 Technical Committee document).

In October 2011 the decentralization of the program was decided with the approval of the African Region offices, DWT / CO Cairo and DWT / CO Dakar. This is the reason why the RAF / 08/11 / SPA program was closed and a new one was approved unifying the projects under the RAF / 11/05 / SPA nomenclature. This program was now composed of three projects: RAF / 11/51 / SPA, RAF / 11/52 / SPA, MAU / 11/01 / SPA. (Ver. Minute PARDEF 17-10-2011).

According to the budget made in the PRODOC of June 25 2012, the overall amount to be financed was US\$ 4,938,271.63 (€ 4 million) and the distribution per component was as follows:

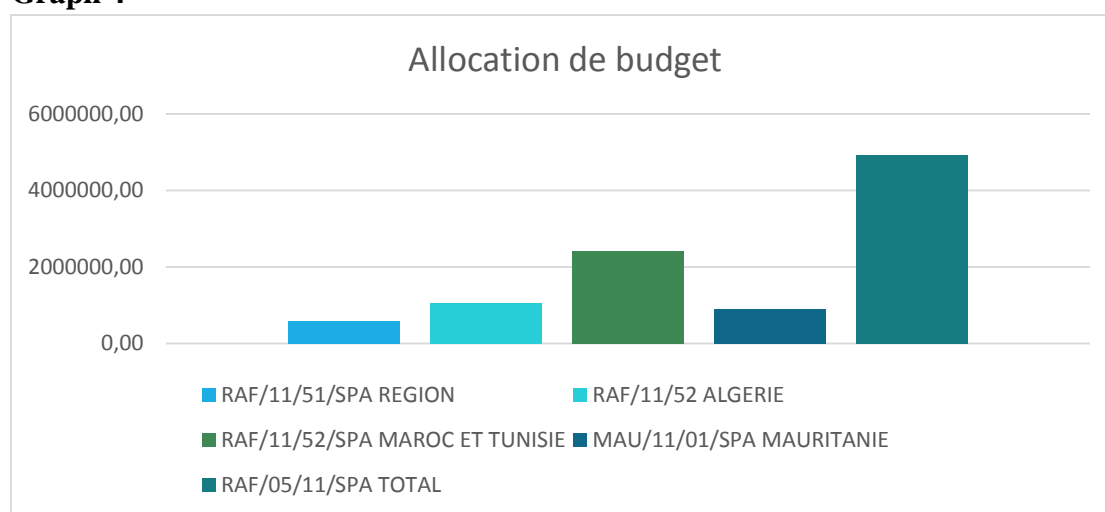
**Table 9**

PRODOC 2012	RAF/11/51/SPA	RAF/11/52/SPA	RAF/11/52/SPA	MAU/11/01/SPA	RAF/05/11/SPA
	REGION	ALGERIE	MAROC ET TUNISIE	MAURITANIE	TOTAL
USD	583,516.62	1,047,667.02	2,410,650.36	896,437.63	4,938,271.63

Source: PRODOC 2012

Elaboration: Evaluando

**Graph 4**



Source : PRODOC 2012

Elaboration : Evaluando

In practice, the mobilization of existing funds was based on a division of those that were under the RAF / 08/11 / SPA program and the new components of the RAF / 05/11 / SPA, being it as follows::

**Table 10**

Projets	Assigned Amount in USD
RAF/11/51/SPA	251,491
RAF/11/52/SPA	1,244,099
MAU/11/01/SPA	350,759
<b>TOTAL UMBRELLAS RAF/11/05/SPA</b>	<b>1,847,150</b>

In May 2012, the Spanish government approved a new installment of € 6 million (\$ 7,863,696) on the basis of existing agreements with the ILO. Out of this amount, € 1,600,000 (\$ 2,096,986) were assigned to the project "Promotion for Youth Employment and Decent Work in Africa: Algerie, Tunisie, Maroc, Mauritanie" as per the PARDEV Minute dated on 10/09/2012.

This budget was added to the remaining \$ 1,847,150, making a total budget of \$ 3,944,136, plus the interest from the years 11 and 12. The total amount was therefore of 3,944,905.63 USD.

The Algerian component was separated from the RAF / 05/11 / SPA, and thus a new project code was generated within the program: ARG / 12/05 / SPA. The distribution of budget among component was as follows:

<b>Table 11</b>	RAF/11/51/SPA	ALG/12/05/SPA	RAF/11/52/SPA	MAU/01/SPA	RAF/05/11/SPA
	REGION	ALGERIE	TUNISIE MAROC	MAURITANIE	TOTAL
<b>TRANSFERT AF/08/11/SPA</b>	251,491.00	0,00	1,244.900.00	350,759.05	1,847,150.05
<b>Contribution 2012</b>	97,595.00	836,758.00	680,905.58	365,215.00	2,096,985.58
<b>Part de chaque pay de la composant régionale</b>	0	116.512,00	0	0	0
<b>Intérêts Déc. 11</b>	338.00	0.00	0.00	0.00	338.00
<b>Intérêts Déc. 12</b>	432.00	0.00	0.00	0.00	432.00
<b>TOTAL</b>	USD	USD	USD	USD	<b>USD</b>
	349,856.00	953,270.00	1,925,805.58	715,974.05	<b>3,944,905.63</b>

Source: ROUTIN SLIP REF.048/13

Elaboration: EvaluanDo

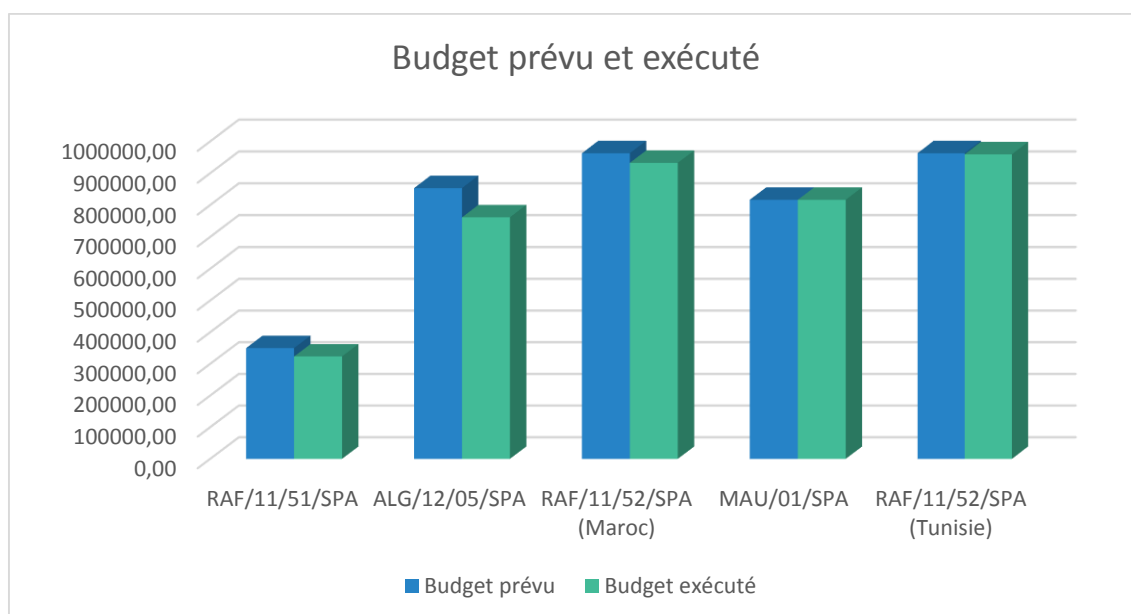
In late 2013, the Spanish government announced a budget reduction of € 1 million, which constituted a final cut of 20% that affected equally to all components. The lack of this

amount implies that the sum indicated in table 11 coincides with the final budget from the program.

According to information provided by the Bureau of Algeria and confirmed by the Dakar Office, at the end of 2014 there was a transfer of funds (\$ 100,000) of the Algeria project to the component of Mauritania.

As illustrated in graph 5 below, whereas only Mauritania has implemented 100% of the allocated budget, the rest of countries are still implementing the latest activities, which represents approximately the remaining 5% of the accounted budget (in the case of the Regional component, Morocco and Tunisia) and 20% in the case of Algeria.

**Graph 5**



Source : Bureaux des projets

Elaboration : EvaluanDo

The general sentiment of the people responsible for the national and regional components was that the reduction of the last 20% of the budget affected mostly the implementation of activities that could have contributed to better program closure. Even so, each national component sought solutions for these activities to be implemented by anchoring them into ongoing programs financed by other donors (Canadian, Italian, Japanese, Danish, private cooperation (USA), among others).

***16. Has the timeframe for the implementation of activities been sufficient to achieve the program objectives? How has the timeframe reduction affected the achievement of objectives?***

The efficiency analysis showed that the time spent in the program start-up was the least efficient item precisely because of the time spent in the design and preparation phase of the program. This meant reducing the time that was provided for the implementation of activities.

The main reasons are:

- ✓ The need for a diagnosis on youth employment in the four countries to highlight the characteristics of the area where the program was going to be implemented. The period of preparation of the program finally took two years in collaboration with AECID;
- ✓ Political conflicts such as the "Arab Spring" that forced work stoppage until a minimum level of stability was restored;
- ✓ Security issues in the region, which in some cases led to extraordinary security measures that generated mobility difficulties;
- ✓ Coordination problems between different offices as a result of the process of decentralization, budget and skills sharing;
- ✓ The delay in the recruitment of national project staff and other personnel changes;
- ✓ Dependency on the arrival of funds;
- ✓ A very institutional nature of the work, that in most cases meant heavy dependence on other institutions and their working patterns; and
- ✓ The use of participatory methodologies that despite they enrich the work and are essential in the process of capacity building, they require longer periods of implementation.

All of the above required the extension of the deadline, as reflected in the document<sup>9</sup> dated 27/10/2013, where the Spanish government agrees on an extension of the deadline of the program until December 2014 based on the reasons provided by the ILO. Similarly, there was another document dated 29/10/14 acknowledging the extension of the deadline of the program until April 30 2016. Despite the fact that this date was out of context and lacks resources, it allowed activities to be concluded over the first months of 2015.

The budget reduction also meant cuts on deadlines. Mauritania had to finish the program in early 2014 due to the finalization of all resources, and Morocco and Tunisia did so in April 2015 despite the acknowledgement of the deadline until 2016. The whole project was cut from 48 months to 36.

Some of the projects and/or activities were left without a consolidation due to lack of time as presented under the viability criterion.

A key aspect when referring to the achievement of the deadline was the capacity of the national ILO personnel to engage workers' and employers' representatives within the network at the government level. National counterparts consulted were moderately satisfied with the program deadlines since the program began implementation.

Nonetheless, the reduction on the final deadline was demonstrated as contributing to a lack of time within the program to identify and operate on the good practices of the intervention.

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<sup>9</sup> Minute PARDEV 13-11-2013; Minute PARDEV 29-10-2014

**Mauritania-** The time available for the execution of the project was reduced to one year and a half due to the decentralization process and deadlines for the arrival of funds to Dakar. If the project is assessed on the basis of this timeframe, it has managed to achieve an adequate level of efficiency, largely recovering the months of very slow operational functioning. This success was linked to the creation of a technical team and efficient management regarding its overall experience and more precisely in training processes on the subject and in the country. Similarly, the fact of giving continuity to the work done in Senegal through the Project "*Bonne gouvernance de la migration de main d'œuvre et son lien avec le développement*" " allowed the possibility of working on this previous experience.

However, for the majority of the partners there still remains the perception that the training was not completed due to the lack of time to monitor the trainers and to put in practice the multiplication of the work.

**Algeria-** Time management was the least effective aspect of the project. A year was required to start the project. Searching and adapting the locals for the work had an impact on the delay. Similarly, the management of security issues, especially for the *wilaya* of Tizi Ouzou - red zone according to UN security criteria - caused delays. In addition to this, the selection and recruitment of staff required a long process to respect impartiality and transparency principles. It should be highlighted the crucial support given by the AECID for the selection of the coordinator of the national component.

The referred delays resulted in a lack of time to select 10 companies and support them in their business based on the studies conducted. It is estimated that an additional period of 6 months could have been necessary to undertake this activity having already in place the working dynamics.

The logic of the project was to carry out the studies first, and to decide on which actions to take based on their findings. The delay forced work to be conducted in parallel to the training time, thus depriving the project of part of its effectiveness since the study results were not provided yet.

### **3.6 Orientation towards impact and sustainability**

**(Related to Conclusion 15 and 16 and Recommendation 11)**

*17. To which extent are decisions taken to allow the sustainability of results and targeting both female and male stakeholders?*

**Morocco-** Once the SNE will be approved, it is envisaged that interdepartmental and tripartite groups will begin working on it. The project must be defined in the different regions of the country, this being conditioned by the centralized model. Regions must identify their employment needs and the required funds for it. There are two initiatives: one macro to generate employment and other regional for more specific actions. The means of action of the ministry must be strengthened, as well as the means of labor market intermediation and employment policies.

In the view of the employers' organization, the SNE does not cover all themes, such as training workers, and the way the Strategy responds to reinforcing the skills of young people in the labor market. For them, the SNE is a first step, but it remains far from the desired results in terms of job creation, job profiles, and reducing disparities in the access of young people to the labor market. They highlight the importance of training initiatives for youth in order to adapt their profile to the labor market, but there is still a lack of initiatives in the area of employability. It is necessary to develop training programs within the companies, where the ILO could be a relevant actor.

The continuity of the Moroccan component will be guaranteed through Canadian funds that boost the Action Plan led by MEAS for a period of three to five years. In addition, Spanish cooperation will also contribute to this work through direct bilateral cooperation between ministries, without the intervention of the ILO, in the amount of 500,000 euros.

Measures were taken towards guaranteeing the sustainability of the initiatives undertaken. As per the Tunisian component, forthcoming actions on the National Strategy for Employment (and National Strategy for Vocational Training) were guaranteed by including them on the scope of activities of the on-going ILO programs funded by the Danish and Italian cooperation. A roadmap that includes activities related to the outputs of the Spanish-cooperation program was already agreed to by the tripartite members, the ILO and donors.

Despite the fact that the ILO has guaranteed funds to continue working on the outputs of the program, 14% of tripartite members consulted were satisfied with the closure and capitalization of the program by the ILO and 43% were satisfied with the agreements on sustainability of results.

**Mauritania-** A general feeling of doubt was observed among stakeholders concerning the continuity of the project results. The project attempted to ensure its viability through anchoring the formative outputs in formal training centers and NGO. Training centers recognize the need for a consolidation of the learning process. The evaluation cannot state how long the momentum will continue if lines of support and monitoring of these outputs are not established through other projects.

Similarly, the need to expand the training process and the Platform for Employment to other parts of the country is increased. The integration of the latter in the TEAM program could help to increase the enlargement and consolidation of results.

We do not observe a clear vision on the certification of trainers. According to partners, a certificate of attendance issued by the ILO should be accompanied by a national certificate, which increases the value of obtaining the certification from the point of view of the instructor of the course and thus encourages its continued practice.

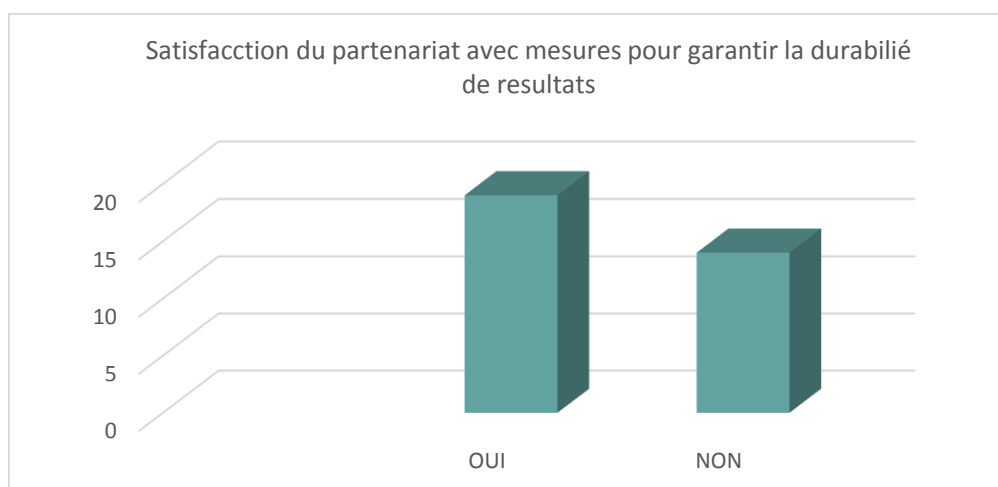
**Algeria-** The work of training SIYB master trainers and trainers ensures multiplying the project process through the work with young entrepreneurs. The agreements for the expansion of training courses in other employment agencies of the country facilitate the dissemination of results.

To consolidate the work of prospective studies and the identification of sectors, the program created and shared methodological guides allowing members of the monitoring committees to implement them. Similarly, 10 sheets models were created to identify companies within the selected channel for the *wilaya* (30 records in total). Finally, a methodological guide was produced to assist the Monitoring Committees.

The decision to initiate a project in another *wilaya* contributed to the idea that the model was seen as satisfactory by government institutions, thus contributing to its continuity.

Overall, the level of satisfaction of the social partners vis-à-vis the measures taken to ensure the sustainability of results obtained shows an average degree of concern.

**Graph 6**



Source: Evaluation questionnaire

Elaboration: Evaluando

**18. Is the ILO support relevant for the national sustainability of the objectives?**

**Morocco-** Accompaniment by all ILO experts appeared as fundamental, as well as the tripartite mandate being set up gradually. For example, the entire project worked at the tripartite level, whereas the social dialogue is broken.

**Tunisia-** The ILO’s support is still required to continue working on the expected outputs of the program. The government representatives still require the technical expertise of the ILO to continue reinforcing their capacities on RBM, monitoring and evaluation. Workers’ representatives require the ILO’s technical support in reinforcing their capacities to act as a tripartite member within the scope of the social dialogue. As per the technical support provided to undertake national surveys, the ILO could still provide support in producing a unified report on the youth employment situation, as well as in generating labor data that could be used for regional comparison purposes.

**Mauritania-** The ILO support continues through the anchoring of the project results to new initiatives. The database is maintained in cooperation with the employment center and the ILO. There are already plans to use the database for selecting the staff of a project for the maintenance and construction of ground tracks.

Financial education and employability will be integrated in the project "*Séquelles de*



*l'esclavage*" implemented by the ILO, while green jobs are already on the UNDP roadmap for the socio-economic insertion.

The General Directorate for the Integration (*Direction Générale de l'Insertion*) recognizes the need to innovate in order to integrate the gender dimension. The institutions identified a project related to gender devoted to the manufacture of jewelry, and another for the manufacture of textiles, in which financial education tools have their place.

As per the ANAPEJ, the ILO support should focus on the project of decentralization to the regions. In this way, a greater number of job seekers could be reached, as well as initiatives on capacity reinforcement to increase the number of own trainers at the agency could be achieved. The employers' representatives consider that the ILO should validate the certificates issued by the trainer of trainers to ensure control quality of trained personnel, as well as to increase the number of trainers of trainers. For the CFPP, the ILO assistance is indispensable in order to integrate young people into the labor market, who graduate from their centers and are not working.

**Algeria-** The ILO will conduct a project in another *wilaya* of the country with Japanese funds. Some of the equipment, consultants and the experience gained in this Spanish-funded program will be used. The decision to expand the project to other *wilayas* is considered a contribution to strengthening the collaboration between the administration and the ILO.

The ILO will provide oversight of the results, particularly by providing support to the Monitoring Committees of the *wilayas* of Tipaza, Setif, and Tizi Ouzou, and by helping to maintain active the network of master trainers.

Overall, the partnership was invited to assess the way do not the ILO project in which he participated completed the closing of the program. On a scale of 1 to 6, the average score for all the projects is 4.71. The main criticism was that some activities have not been consolidated.

***19. To which extent are national counterparts strengthened to continue with the program objectives?***

**Morocco-** The MEAS was the institution most strengthened due to its leadership in the design of the SNE. Having a SNE designed and ready for approval implies being able to establish the main basis to address unemployment, including youth unemployment.

**Tunisia-** Overall, sustainability relies on the possibility to raising awareness on the actions taken among the Tunis society. This encompasses increasing public presentations of the tools and initiatives of the program to a broader audience, as indicated by the tripartite members.

**Mauritania-** At the institutional level, important weaknesses remain which prevent considering that institutions were strengthened satisfactorily. A need to strengthen the skills to solve technical problems with the database, as well as their directors at the decentralized level should be highlighted.

The partnership that was established contributes in two ways. On the one hand, it

contributes to the search for new economic resources. On the other hand, it supports the replication of courses in order to continue with the results. These options are nonetheless subject to external support and limited to training processes rather than specific policies designed from a global vision of the problems.

**Algeria-** The increase in the number of master trainers and trainers of SIYB was positively valued (15 and 75) as well as the capacity of multiplying its results. However, conducting training activities with more government civil servants should continue in order to have sufficient personnel to meet the needs and demands of the expected forecast of the number of micro and small-sized enterprises that will be created, as proposed by the government for the coming years.

Creating methodological guides and conducting capacity building workshops were valued as positive towards strengthening the national component. However, a lack of confidence was detected in the local staff of the program, who expressed the need for long-term support. The deadlines for the project implementation were short, and thus it is still required to maintain a permanent presence in the provinces

Finally, the evaluation assessed stakeholders' perceptions on the skills acquired to continue exercising the responsibilities they had in the project. The average on a scale (from 1-low to 6-high) was 4.53.

## 4. CONCLUSIONS AND RECOMMENDATIONS

### Relevance and adequacy (Related to Conclusion 1 and 2 and Recommendation 3)

#### **Conclusion 1**

The program (including the regional program and in each of the four national components) had a strong relevance with regard to economic, social and political needs of the countries in the area of youth employment. Similarly, it was aligned with the development strategy prioritized by the Spanish government, as a donor country. A high level of harmonization with other donor countries and UN agencies was observed.

#### **Conclusion 2**

The four national components were adapted to the specific needs of each country, focusing on the necessary targets or on more realistic applicable goals given the contextual circumstances. This adaptation was valued as very positive since it allowed a flexibility of the program in response to local realities.

#### **Conclusion 3**

Regarding each country component and based on the nature of the program, the work was undertaken with the most strategic institutions and social partners. The tripartite mandate of the ILO was very well received in all countries. An external strategic project or institution created by the program that could have contributed to anchor the objectives at regional level, was missed.

#### **Recommendation 1**

Regarding the high relevance of the program, it is recommended to continue the work in the field of youth employment at the national level, without sacrificing processes aimed to strengthen this area at the regional through the exchange of technical learning and strategic information between the various countries of the Maghreb region.

#### **Recommendation 2**

In the same way that national components were adapted, the strategy of the regional component should be adapted to the contextual reality in order to be operationalized with better defined goals, specific technical team and a budget adapted to the necessary costs to undertake these initiatives. Similarly, a permanent institution should be appointed to implement this component, which would be responsible for administrative and management functions for the interim periods between the scheduled special meetings.

### Quality of the design (Related to Conclusion 4 and 5 and Recommendation 2<sup>10</sup> and 3)

#### **Conclusion 4**

The flexibility in adapting the projects to the characteristics of each country distanced the program from its regional objectives. Moreover, no activity was planned within the projects

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<sup>10</sup> The same recommendation is for both criteria

to reinforce youth employment regionally. Some occasional technical collaborations occurred bilaterally and were not always within the scope of the program. After the implementation of the projects, all offices reported having ideas and proposals that could be shared at a regional level.

### **Conclusion 5**

**5.1.** The objectives at the regional level were established on the basis of a very broad strategy that do not tackle them completely, either in the perspective of time, or budget. These goals were not adapted to the existing level of institutional cooperation in the region, which is below the required necessary level to implement the project. Whereas the expected goals require a work of adaptation in order to be applicable, their validity with regard to the ILO work in the region is unquestionable.

**5.2.** In each country, the fact of adapting the program objectives allowed a correct vertical coherence between activities, immediate objectives or outputs and objectives. The difficulty in performing 100% of the work illustrates the extent to which the objectives were oversized, taking into account the complexity context in which the work was performed. The way indicators are formulated must be reconsidered in order to have a more comprehensive system to assess the progress of projects and achievement of results.

### **Recommendation 2**

In the same way that national components were adapted, the strategy of the regional component should be adapted to the contextual reality in order to be operationalized with better defined goals, specific technical team and a budget adapted to the necessary costs to undertake these initiatives. Similarly, a permanent institution should be appointed to implement this component, which would be responsible for administrative and management functions for the interim periods between the scheduled special meetings.

### **Recommendation 3**

Adjusting the expected goals at the time when the program is formulated can be concluded as necessary. The goals are interconnected and difficult to cover if they are not tailored to the complexity of the country where projects will be implemented. Finding indicators that measure the progress both quantitatively and qualitatively, and that bring the possibility of calculating progress and not only the achievement of the final result is also necessary.

### **Quality of the processes (Related to Conclusion 6, 7, 8 and 9, and Recommendation 4, 5 and 6)**

#### **Conclusion 6**

The participation of stakeholders was made possible in particular through the Steering Committees organized based on the logic of tripartism. These Committees have functioned within the national components. A Committee was also set up for the regional component, but did not become operational. The Committees were very much appreciated by the social partners (workers' and employers' representatives).

### **Conclusion 7**

The presence of other stakeholders representing the civil society (professional associations and NGOs) was more pronounced in the components that had a closer proximity to the beneficiary population (Mauritania and Algeria). Morocco and Tunisia were focused on the formulation of the National Development Strategy and on capacity building, and therefore worked more systematically in the context of tripartism. Process management was done in a participatory and inclusive manner, which promoted the ownership of results.

### **Conclusion 8**

ILO experts were solicited, both by headquarters and the offices in Cairo and Dakar, but the division of responsibilities to link the regional cooperation network has not been clearly defined. Despite efforts made to create an online platform of experts at the regional level, a collaborative structure has not become permanent.

As for the country components, the majority of activities took place within the institutions of the Central State, except for the case of Algeria, where the project was implemented in three *wilayas*. Tools to expand the work to other regions of Algeria were developed, but the implementation still remains a challenge.

### **Conclusion 9**

The program did not include a clear gender strategy in its design and planning. The inclusion of women in work teams, the selection of some beneficiary groups or the inclusion of gender experts occur only as a result of managerial decisions during the implementation of the program. The program lacks a strategic collaboration with international or national institutions or civil society associations working with gender perspective, which would have enriched the program objectives and processes and improved results.

### **Recommendation 4**

Keeping the Advisory Committees and/or Steering Committees that strengthen tripartism and national ownership of the results is recommended. Broadening the participation of civil society representatives and NGOs would also be interesting to bring the ILO's works to final beneficiaries through these networks.

### **Recommendation 5**

A proper distribution of tasks among the ILO offices concerned and a clear definition of their responsibilities are required to implement programs with a regional scope. The fact that the program has engaged countries that are attached to different subregional offices within the ILO organizational chart could be a constraint for proper performance. This aspect should be taken into consideration and be evaluated before decision-making.

### **Recommendation 6**

The programs and projects taking place in countries where the gender gap is very marked should be linked to organizations that can provide a permanent support to include the gender perspective into the program, taking into account gender cross-cutting areas in all

stages of the project life. This responsibility could also be given to a gender expert present at all stages of the project.

## **Effectiveness (Related to Conclusion 10, 11, and 12 and Recommendation 7 and 8)**

### **Conclusion 10**

**10.1. Region:** The evaluation cannot conclude that the program was effective.

**10.2 Morocco:** The abandonment of one of the objectives due to a lack of resources and time, allowing the work to focus on the objective of the SNE, performed according to processes with a high level of quality. In order to conclude high effectiveness, the NES need to be approved by the government and the Action Plan needs to be developed to enable the execution of the strategy, knowing that this task is not 100% the competence of the ILO.

**10.3 Tunisia:** The fact of focusing activities on strengthening national capacities for employment policy development and on accountability of results could be considered a success, given that they incorporate a logic of measuring impact of future employment policies in Tunisia.

**10.4 Mauritania:** The project reached a satisfactory level of efficiency regarding the targets of reinforcement of capacities and development of innovative projects towards better employability. The efficiency was lower in terms of the reform of the NSE, which was transferred to another project.

**10.5 Algeria:** The project was effective in achieving the intended objectives. The program implemented local processes that encouraged the development of SMEs in the three *wilayas*. The considerable delay in program implementation deprived the possibility to consolidate the majority of the results.

### **Conclusion 11**

The project contributed to broaden the visibility of the ILO in the four countries. In Morocco and in Tunisia, where the coordination of the regional, Moroccan and Tunisian components was installed, the ILO reinforced its presence at the institutional level due to the work done in the NSEs and institutional capacity building processes. In Mauritania, the project helped to consolidate a permanent structure of the ILO through a technical team that will continue with the implementation of other projects. In Algeria, where the subregional office is located, the project fostered the ILO's visibility in different provinces, and engaged stakeholders that were not normally included in ILO's actions. Similarly, the Spanish cooperation in the field of employment was much appreciated.

### **Conclusion 12**

The work done under the program strengthened, among other areas, three important aspects of the ILO and its characteristics as a United Nations Agency: contribution to all DWCP countries through a work based on these strategic lines, strengthening of the tripartite mandate, and broadcasting of programs, such as SIYB.

### **Recommendation 7**

Maintain projects that include the dual dimension of providing technical support for institutional development and directly assisting projects in the area of employment in the country. Accept the flexibility of projects in order to address the complex scenario of the region in order to maintain the effectiveness of the project and the presence of the ILO as a specialized agency in the area of youth employment.

### **Recommendation 8**

Consider the presence of the ILO in each country as a technical office in the field of employment. This remains a key aspect at the regional level in future initiatives in order to build a pool of data to be shared and to coordinate regional and national stakeholders in building a knowledge-sharing dimension in the region.

### **Efficiency (Related to Conclusions 13 and 14 and Recommendation 9 and 10)**

#### **Conclusion 13**

National projects were very effective in terms of their technical teams. Despite a reduction in the number of teams, they were technically very well prepared and with a great managerial capacity. Because of the volume of work, a coordinator focused solely on the regional area should have been required. Economic efficiency was affected by the budget reduction of 20%. Great ability to adjust immediate objectives or activities to new priorities based on availability of funds can be highlighted, as well as in the search for additional funds.

#### **Conclusion 14**

Regarding the timeframe, two main conclusions can be highlighted. On one hand, efficiency was very low due to the decentralization process and the reformulation of the program, which took two years until the program was ready for implementation. On the other hand, once the technicians were recruited, a very effective implementation of highly complex projects and in a shorter time frame needs to be underlined.

### **Recommendation 9**

Capitalize the technical teams engaged to implement the four projects due to their expertise and their capacity to exercise the inter-institutional dialogue.

### **Recommendation 10**

Focus efforts at the early stage of the implementation of projects to avoid initial delays that can impact on the entire life of the project.

## **Orientation towards impact and sustainability (Related to Conclusion 15 and 16 and Recommendation 11)**

### **Conclusion 15**

The sustainability of results was undertaken through three different methods. The training of national technicians of the Ministries to continue performing their responsibilities. The incorporation into new projects of some of the goals achieved, and that still need to be consolidated. And a system of tools and trainers who can continue to multiply learning processes. However, all these processes still require supervision.

The commitment of the tripartite components throughout the life of the program contributed to the ownership of the activities implemented and the understanding that the outstanding objectives were part of a national goal.

### **Conclusion 16**

In connection with the earlier conclusion, the ILO's role was considered essential to continue the work on the goals already achieved, to ensure a consolidation of the targets and to continue the enhancement of dialogue at the regional level. Similarly, the role of Spain was reinforced as a reference country and donor in the work on youth employment projects throughout the Maghreb region

### **Recommendation 11**

The ILO should maintain oversight of the results obtained in all countries, either through a second phase of projects or through additional projects that can be initiated immediately. This support can also be taken by means of bilateral agreements between the Spanish ministries and national departments. It is important to avoid the closure of the project permanently despite a large part of the objectives managers have already been transferred.



## **5 LESSONS LEARNED**

1. The role of the ILO in the region is perceived very positively in the area of youth employment, where it exercises a strong leadership vis-à-vis other UN agencies. This role is reinforced by the ILO's permanent presence in each of the countries from the region through the technical offices and teams that provide support to the responsible national institutions.
2. The ILO needs to address the challenge of incorporating the gender perspective in all actions, being of strategic-political nature and/or related to technical projects. This dimension must be integrated into all phases of project implementation.
3. The ILO's decentralization process can lead to undesirable consequences, such as the lack of a well-defined managerial structure, which must be compensated for by a clear distribution of responsibilities and a good coordination between offices.

## **Appendix 1 Review of Documentation**

### **Program documents:**

- Acuerdo España-OIT
- Additional Approval RLA1103SPA
- Approval Corrigendum RAF0811SPA
- Approval Umbrella RAF1105SPA
- BPS Maghreb-Regional-Dakar-Cairo
- Budget Analysis Feb-2014
- CO Cairo TC Delivery review Q1 – 2013
- CO Cairo TC Delivery review Q2 – 2013
- COO Cairo TC Delivery review Q3 – 2013
- Employment for Stability and Socio-Economic Progress in North Africa (Strategy for North Africa 2011-2015)
- Evaluation Maghreb Finale
- High-Level Independent Evaluation of ILO Decent Work Country Program.
- Strategies and Activities in North Africa
- MCR AECID Projects oct 2014
- Minute extension MCR AECID Nov 2013
- Northern Africa XBTC
- Prodoc Magreb-FR
- Prodoc Revised 25-06-12
- Project fiche – English
- Propuesta Gob. Esp. Comité Técnico 11-05-12
- Rapport d'avancement Maroc Tunisie Mauritanie 2013 VF
- RAF 1152&51 SPA rapport d'avancement 23 octobre 2012 REV CAIRO
- Rapport Coopération espagnole – avril 2013
- Rapport d'avancement juillet 2013
- Rapport d'avancement 18 octobre 2012 (RACT)
- Rapport d'avancement résumé Apr2013
- Rapport d'avancement novembre 2013\_1\_1
- Rapport d'avancement octobre 2013 (VF2)
- Revu. Documentaire évaluation a mis parcours
- Reso Modif. Plazos OIT AAE 2013
- Routin Slip REF.048/13
- Ventilation budget 3 composantes 2013 Final

### **Documents concerning program execution, Morocco:**

- Accord entre MEFP et BIT
- Document de Strategie Nationale pour l'Emploi
- Étude de diagnostic sur la situation de l'emploi au Maroc.
- High Level Evaluation of the ILOs Decent Work Programme in North Africa: country Case Study for Morocco
- Notes synthétiques de politique
- PRODOC *Maroc* envoyé par le Caire final signé (2012)

- PTA Maroc Version Nov 2 CNN (composition)
- PTA Maroc nov. 12
- PV CNN 1<sup>er</sup> août 13- version finale
- PV Réunion 1 CPN
- PV Réunion CCN (29 Mai 13)
- PV Réunion CPN 2
- PV 1<sup>ère</sup> Réunion CNN

**Documents concerning program execution, Tunisia:**

- Approval TUN950UN
- Compte rendu Comité de Pilotage Project Promotion emploi
- Extension Minute 31-01-2012
- PRODOC Tunisie 01.11.2012
- PTA\_Tunisie\_octobre 2013 (VF3)
- Roadmap for recovery and decent work for Tunisia
- Tunisia Case-study
- Tun950UN Ev. Mid Term
- Tun 950UN Ev. Finale

**Documents concerning program execution, Mauritania:**

- Liste de partenaires du projet
- BMS MAU 28 08 140001\_1 Plan d'action Mauritanie revu. 2012\_ MODIF
- Bilan de réalisation du Programme emploi des jeun en Mie jusqu'au juil 13
- Document de capitalisation du projet emploi des jeunes en Mauritanie
- FISEXT/BPS 12-05-2015
- Plan d'action Mauritanie revu. 2013\_ MODIF\_3
- Plaquette Semaine BIT
- Programme de promotion de l'emploi des jeunes en Mauritanie. Quelques informations
- Rapport d'avancement pour la coopération technique mars 2012-2013
- Rapport avancement Projet Emplois des jeunes Mai 2012\_info
- Rapport avancement juillet 2013\_1 rapport d'étape mars 2013\_2
- Tableau récapitulatif activités

**Documents concerning program execution, Algeria:**

- Accord Algérie-BIT0001
- Algeria Case-study\_dropbox
- ALG0950UND\_Eval\_Midterm\_2012
- Budget projet
- Copie de Guide Méthodologique APT -Final Janvier 2105 (4)
- Guide méthodologique analyse filière FINAL- 28 -Février 2015 (2)
- Informe de progreso 2014 ALG PREJAF\_1
- Progress report 2013 (final)
- Programme de l'Algérie pour le Travail Décent 2011-2014
- Rapport de progrès 2014- juillet - décembre 2014\_
- Rapport de synthèse et recommandations 25-3-2015

Also, during the field visit, the staff responsible has kindly offered the team to evaluators documentation produced during the implementation of projects.

### Annex 2 List of key informants

Component	Name	Organization
Régional	M. Guianni Rosas	Responsable Emploi des Jeunes
Régional	M. Luca Fedi	Senior Administrator for Technical Cooperation, ILC Cairo
Régional	Mme. Daniela Zampini	Employment Specialist
Régional	M. Roberto Suárez Santos	Former CTA of the program
Tunisie	Mme. Paz Arancibia	CTA Regional, Tunisian and Moroccan components
Régional	Mme. Christine Hofmann	Skills Specialist DWT North Africa
Régional	M. Oechslin Eric	Senior Specialist Employers' Activities
Régional	Eleonore D'Achon	Spécialiste des politiques de l'emploi
Régional	Irene García	AECID
Régional	Mme. Maria Crisetti	Senior Adviser Rapid Intervention Strategies
Dakar	M. Haidara	Directeur adjoint et Spécialiste principal emploi
Dakar	M. Ameur	Annaliste du program
Alger	M. Mohamed Ali	Directeur Bureau du BIT à l'Algérie
Alger	Mme. Rosa Benyounes	Chargée des Programmes
Alger	M. Agustin Rodriguez	Coordinateur du projet
Alger	M. F. Zaidi	Directeur général de l'emploi
Alger	M. Mt. Bettahar	Directeur
Alger	Mme. Sabrina Bakouk	Coopération espagnole
Alger	Mme. Bestani Saliha	Représentante du Ministère du Travail, de l'emploi et de la sécurité sociale
Alger	Mme. Bouraoui Mounira	Représentât ANSEJ
Alger	M. Mohamed Hamoudi	Représentât ANSEJ
Alger	M. Tayeb Louati	Représentât UGTA
Alger	M. Mahfoud Megateli	Représentât CGEA
Alger	Mme. Hakima Medbal	Formatrice ANSEJ
Alger	Mme. Nawel Benlakehal	Représentante Centre Universitaire Tipaza
Alger	M. Khelil Assous	Directeur CNAC Tipaza
Alger	M. Mohamed Tizaoui	Représentant ANEM Tipaza
Alger	M. Mohamed El Mahdi Cherifi	Directeur Centre de facilitation PME Tipaza
Alger	M. Khaled Ouazene	Représentant ANSEJ Tipaza
Alger	Mme. Hadia Chennit	Directrice du Tourisme et de l'artisanat de la <i>wilaya</i> de Tipaza
Alger	M. Nabil Marouni	Formateur Antenne de Tipaza
Alger	M. Berki Abdelkarim	Mètre formateur
Alger	M. Haddad Younes	Jeune entrepreneur
Alger	M. Mostefa Med Sabaj	Jeune entrepreneur

Tunisie	Mme. Nawel Marzouki	Assistante du programme
Tunisie	Mme. Sofia Bahri	DG du CETIME
Tunisie	Mme. Asma Kharrat	Sous-directeur CETIME
Tunisie	M. Mondher Laadibi	Membre d'ISOT et coordinateur du réseau des experts
Tunisie	M. Abdelaziz Halleb	UTICA
Tunisie	M. Sami Silini	UTICA
Tunisie	M. Charfi Zied	UTICA
Tunisie	M. Anouar Ben Kaddour	UGTT
Tunisie	M. Jabrane Bouraoui	UGTT
Tunisie	M. Hamouda Ben Lamine	INS
Tunisie	Mme. Mouna Zgoulli	INS
Tunisie	M. Ouni Alef	INS
Tunisie	M. Ouni Momad	INS
Tunisie	Mme. Knini Hendu	INS
Tunisie	Mme. Fadia Bongache	INS
Tunisie	M. Yamen Helel	INS
Tunisie	M. Chebb Sauheil	INS
Tunisie	M. Rafael Paneda	AECID
Tunisie	Mme. Mariem Lissari	Directeur Général de la coopération internationale
Tunisie	M. Fakher Zaibi	DG ONEQ
Tunisie	Mme. Saloua Lachheb	Directrice de la coopération internationale de l'ANETI
Mauritanie	M. Hamady Ould El Bekaye	Directeur de la promotion de la microfinance et de l'insertion professionnelle
Mauritanie	Mme. Khadijetton Med Ellankhary	Chef Service Entrepreneur de la Direction de la promotion de la microfinance et de l'insertion professionnelle
Mauritanie	M. Mohamed Cheikh Sidi Lehibil	Directeur de l'Emploi
Mauritanie	M. Francisco Sancho López	Coordinateur général de la coopération espagnole
Mauritanie	M. Mohamed Lemine o Mohamed Mahfoud	Maitre formateur GERME, et expert en Développement d'Entreprise
Mauritanie	M. Niang Mamadou	Représentant CGTM
Mauritanie	M. Mohamed Melainine Ould Eyih	Directeur Institut National de Promotion de la Formation Technique et Professionnelle
Mauritanie	M. Housseinou Kassougué	Chef Ingénierie de formation Institut National de Promotion de la Formation Technique et Professionnelle
Mauritanie	M. Ahmedou Mané	Institut National de Promotion de la Formation Technique et Professionnelle
Mauritanie	M. Sidi Oufo Mohamed	CFPP
Mauritanie	M. Tomud oubl Abdi	CFPP
Mauritanie	M. Chukhna Mohamed	CFPP
Mauritanie	M. Beitallah Ould Ahmed Leswed	ANAPEJ Directeur Général

Mauritanie	M. El Bechir O. Abed Razagh	Directeur de Développement des Compétences
Mauritanie	M. Bal Mohamed El Habib	Directeur Agence Locale pour l'Emploi
Mauritanie	M. Mohamedou Ould Abdelhali	Directeur de L'observatoire de l'Emploi
Mauritanie	M. Federico Barroeta	Spécialiste en emploi des jeunes et migrations,
Mauritanie	M. Bocar Abou Thiam	Directeur CFIP/CARITAS
Mauritanie	Mme. Zeinebou Mohamedabdeliahi Bellamach	Chargée de mission à CARITAS
Mauritanie	M. Yarci Acosta	Expert Emploi verts
Mauritanie	Mme. Pauline Leonard	Expert Education Financière
Mauritanie	M. Guite Diop	Expert Employabilité
Mauritanie	M. Israel Rodrigues	Expert Communication pour le développement
Mauritanie	M. Yousra Hamed	Expert Education Financière
Mauritanie	Mme. Carine Olivier	Expert Employabilité et Coordinatrice Cap Insertion
Maroc	M. Mourad Bentahar	Directeur de l'observatoire National du Marché du Travail
Maroc	M. Vicente Ortega Cámara	Coordinateur Général Adjoint Bureau Technique de Coopération
Maroc	Mme. Cristina Salinas	Coordinatrice Générale
Maroc	M. Samir Ajaraam	Chef Division de la promotion de l'emploi Direction de l'Emploi- MEAS
Maroc	M. Karim Isbayne	Chef Division Coopération Internationale – MEAS
Maroc	M. Saad Belghazi	Economiste-Consultant
Maroc	Mme. Aïcha Beymik	CGEM
Maroc	M. A. Hassiane	UGTM
Maroc	M. Elmostafa Merezak	FDT
Maroc	M. Abdelaziz Mouwtassir	SG Syndicat national de l'enseignement FAT
Maroc	Mme. Malak Ben Chekroun	Point Focal du BIT au Maroc
Maroc	M. Nourredidine Benkhalil	Directeur Adjoint ANAPEC

**Annex 3. Evaluation Matrix**

Evaluation Question	Indicator	Source of information	Stakeholder	Evaluation technique
<b>LEVEL 1. ANALYSIS OF THE DESIGN</b>				
<b>RELEVANCE AND ADEQUACY: is the ILO support relevant for the achievement of ILO’s overall goals? Does this support respond to the countries’ and beneficiaries’ needs and priorities?</b>				
1. To which extent is the intervention coherent with the political, economic and gender-equality needs and priorities in the area youth employment?	Degree to which the objectives are aligned with the countries’ needs in the area of youth employment (H/M/L)	National strategies, country papers and publications, organizational publications, relevant ILO reports, PRODOC documents concerning the design of the program, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews
2. Have beneficiary’s priorities changed since the intervention was designed? If so, has the intervention been adapted to these changes?	Extent to which beneficiaries consider their priorities met by the program (H/M/L)	PRODOC documents concerning the design of the program, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews Survey
3. To which extent does the program include strategic stakeholders with regard to their mandate, influence, capacities and commitment, including both female and male stakeholders?	Extent to which key strategic partners (both female and male stakeholders and institutions) have participated in activities throughout the various stages of the project? (H/M/L)	ILO and partner records of activities, PRODOC documents concerning the design of the program, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews
<b>QUALITY OF THE DESIGN: are the program objectives adequate with regard to the suggested mechanisms to achieve them?</b>				
4. Did the design of the projects allow the possibility of formulating one program?	Level of satisfaction of the national counterparts with the formulation of the program	PRODOC documents concerning the design of the program, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews Survey
5. Is the linkage between the regional and the national objectives correct?	Extent to which the projects are coherent and aligned to achieve similar regional goals (H/M/L)	PRODOC documents concerning the design of the program, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews

Evaluation Question	Indicator	Source of information	Stakeholder	Evaluation technique
6. Has the causal chain of outputs, specific objectives and general objectives been correctly defined, and in a gender-balanced manner?	Extent to which activities logically lead to outputs, which then lead to specific objectives and finally to general objectives, and with inclusion of a gender perspective (H/M/L)	PRODOC documents concerning the design of the program	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews
7. Are indicators useful and the sources of information correctly defined with inclusion of gender-sensitive data?	Number of indicators and sources of information that contribute to document the achievement of outputs and outcomes and with gender-disaggregated data	PRODOC documents concerning the design of the program, monitoring reports, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews
<b>LEVEL 2. ANALYSIS OF THE PROCESSES</b>				
<b>QUALITY OF THE PROCESSES: are the mechanisms put in place coherent to translate activities into outputs? Are these adequate?</b>				
8. Have projects included participatory and decision making processes among key stakeholders, including female and male stakeholders?	Number of activities that have engaged stakeholders and /or aimed to decision making processes, including female and male stakeholders.	PRODOC documents concerning the design of the program, monitoring reports, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews Survey
9. Has the program implemented adequate mechanisms to foster national and regional cooperation networks?	Number of joint activities that foster national and regional cooperation, including knowledge and expertise sharing.	PRODOC documents concerning the design of the program, monitoring reports, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews Survey
10. To which extent have projects conducted activities taking into consideration participation of both female and male stakeholders?	% of female and male participation through the various activities.	PRODOC documents concerning the design of the program, monitoring reports, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews Survey



Evaluation Question	Indicator	Source of information	Stakeholder	Evaluation technique
<b>LEVEL 3. ANALYSIS OF THE RESULTS</b>				
<b>EFFECTIVENESS: Has the ILO produced any strategic results?</b>				
11. To which extent have expected outputs and objectives been achieved?	Level of the achievement of expected outputs and objectives (H/M/L)	Monitoring reports, documents of capitalization, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews
12. Have there been positive/negative non-expected results?	Number of non-expected results that have a positive / negative effect on the project.	Monitoring reports, documents of capitalization, stakeholder consultations	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews
13. How do outputs and direct results contribute to the ILO thematic strategy?	Number of ILO strategic objectives this program contributes to.	ILO strategic documents, former evaluations, documents of capitalization, stakeholder consultations	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews
<b>EFFICIENCY: Has the ILO made the best use of available resources?</b>				
14. Have resources (personnel and know-how) been coherent with the expected objectives and planned activities? If not, what have been the reasons for deviations? Have deviations been drivers or limitations towards the achievement of objectives?	Level of achievement of objectives with the available personnel (H/M/L)	Monitoring reports, reports on resources implemented, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews Survey
15. Has the budget been sufficient to achieve the program objectives? How has the budget reduction affected the achievement of objectives?	Level of achievement of objectives with available funds	Monitoring reports, reports on resources implemented, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews Survey

Evaluation Question	Indicator	Source of information	Stakeholder	Evaluation technique
16. Has the timeframe for the implementation of activities been sufficient to achieve the program objectives? How has the timeframe reduction affected the achievement of objectives?	Level of achievement of objectives within the timeframe	Monitoring reports, reports on resources implemented, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews Survey
<b>ORIENTATION TOWARDS IMPACT AND SUSTAINABILITY: to which extent can the intervention lead to changes among beneficiaries? To which extent will objectives continue after the assistance has been terminated?</b>				
17. To which extent are decisions been taken to allow the sustainability of results and targeting both female and male stakeholders?	Number of sustainability strategies agreed/signed between the ILO and the national counterparts.	Signed agreements, Monitoring reports, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews
18. Is the ILO support relevant for the national sustainability of the objectives?	Number of program objectives that may not be able to continue without the ILO’s support.	ILO strategic documents concerning the region, Monitoring reports, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts	In-depth desk review Structured and semi-structured interviews Survey
19. To which extent are national counterparts strengthened to continue with the program objectives?	Number of national counterparts with planned/implemented initiatives aimed to continue with the program objectives.	Monitoring reports, documents of capitalization, stakeholder consultation	ILO Regional Offices National counterparts Beneficiaries	In-depth desk review Structured and semi-structured interviews

#### **Annexe 4 Terms of Reference**

#### **Programa “Promover el empleo productivo y el trabajo decente de los jóvenes en Argelia, Marruecos, Mauritania y Túnez”**

**RAF/11/05/SPA**

#### **Agencia de Implementación:**

*Organización Internacional del Trabajo (OIT)*

#### **Tipo de Evaluación:**

*Final Independiente*

#### **Donante:**

*Agencia Española para la Cooperación Internacional para el Desarrollo (AECID)*

#### **Cobertura Geográfica:**

*Argelia, Marruecos, Mauritania, Túnez y componente Regional.*

#### **Trabajo del Proyecto cubierto por la evaluación:**

*Diciembre de 2011 – Abril de 2015*

#### **1. Introducción**

La Organización Internacional del Trabajo (OIT) ha puesto en marcha la evaluación final independiente de su programa RAF/11/05/SPA “Promover el empleo productivo y el trabajo decente de los jóvenes en Argelia, Marruecos, Mauritania y Túnez”, compuesto por tres proyectos:

#### **Proyectos Recursos**

**RAF/11/51/SPA USD 251,491**

**RAF/11/52/SPA USD 1,244,900**

**MAU/11/01/SPA USD 350,759**

**ALG/12/50/SPA USD 953,270**

**TOTAL RAF/11/05/SPA USD 1,847,150**

Dado la naturaleza complementaria de los proyectos, esta evaluación será considerada como un *cluster*.

El programa está financiado por la Agencia Española de Cooperación Internacional para el Desarrollo, de España. Esta evaluación estará gestionada por la Oficina de Evaluación en Ginebra, en estrecha coordinación con los socios estratégicos del proyecto.

El equipo de evaluación estará formado por un miembro de la Oficina de Evaluación de OIT en Ginebra, EVAL que será el encargado de su liderazgo y gestión, así como la consultora de evaluación. El presente proceso de evaluación estará permanente apoyado por los socios estratégicos de la evaluación.

#### **2. Antecedentes del proyecto y contexto**

En los últimos años, el Magreb (Argelia, Marruecos, Túnez y en cierto modo, Mauritania) han iniciado un proceso de reformas para hacer frente a los desafíos de la mundialización y su impacto en la economía y en las políticas sociales. En estos países, a pesar de las diferencias entre ellos, se mantienen en cierto modo problemas estructurales similares. En la mayoría de ellos la economía funciona relativamente bien, pero el sistema no permite la integración de determinados grupos de jóvenes, entre ellos las mujeres.

A pesar de la existencia de crecimiento económico e incluso de empleo, estos países aun se enfrentan al desafío del paro juvenil y el subempleo. Las tasas de paro juvenil se sitúan de media

en 30% para los hombres y 40 % para las mujeres. La economía informal se impone en Mauritania y Argelia donde se calcula que un 70% de los jóvenes trabajan en la economía informal, un porcentaje que desciende al 40% y 31 % en Túnez y Marruecos, respectivamente.

La falta de oportunidades en el empleo obliga a los jóvenes a emigrar tanto de las áreas rurales a las ciudades, como de su país a otros, especialmente europeos. Así, los problemas a los que el programa pretende hacer frente, de manera resumida son:

- 1- A pesar de los esfuerzos, las políticas de empleo son ineficaces en la creación de empleos decentes para los jóvenes.
- 2- Falta de programas de servicios de empleo y formación a largo plazo, destinados especialmente a los jóvenes desfavorecidos y en riesgo de exclusión social.
- 3- Debilidad de coordinación entre las diferentes agencias gubernamentales responsables de empleo, debido en parte, a la falta de capacidad de los sistemas de empleo de desarrollar un sistema de información sobre el mercado de trabajo, la gestión de intercambio nacional de manos de obra o la gestión de programas de mercado de trabajo.
- 4- Falta de desarrollo de la colaboración pública-privada en materia de empleo de los jóvenes.
- 5- La falta de sistemas de seguimiento y evaluación de las acciones a favor del empleo de los jóvenes dificultan el conocimiento de las intervenciones más eficaces, especialmente a las autoridades ejecutiva.
- 6- Aumentar la cooperación en temas de empleo a nivel regional compartiendo el aprendizaje mutuo, el intercambio de los conocimientos y experiencias, así como otros esfuerzos en cooperación.

La OIT es la organización líder en el ámbito del empleo, siendo muy activa en el empleo juvenil. Igualmente, da apoyo a los países para el logro de los Objetivos del Milenio en lo que concierne a este objetivo. Los programas de asistencia técnica de la OIT se guían por principios y disposiciones incluidas en las normas internacionales del trabajo. Así, se aborda un derecho fundamental dirigido especialmente a los grupos más desfavorecidos. Estas convenciones y recomendaciones se incluyen en la Declaración relativa a los principios y Derechos del Trabajo, y en las Convenciones y Recomendaciones en esta materia.

La OIT tiene una amplia experiencia y capacidad técnica en los países cubiertos por el programa. En las oficinas regionales de la OIT en El Cairo y en Dakar se cuenta con equipos de especialistas en el ámbito de políticas de empleo, de enseñanza profesional, pequeñas empresas y desarrollo del empresariado juvenil, así como actividades dirigidas a las organizaciones de empleadores y de trabajadores. La coordinación general y el soporte administrativo de las actividades de la OIT en los cuatro países de encuentra en las oficinas de la OIT en Cairo, Argel y Dakar.

Igualmente, la OIT cuenta con el Programa para el Empleo de los Jóvenes (PEJ) en Ginebra y el Centro Internacional de formación en Turín. En el primero se cuenta con amplia experiencia, como programas con multinacionales con enfoque de responsabilidad social y de colaboración pública y privada. También con programas de apoyo a los gobiernos y asociaciones sociales, en la elaboración de políticas de empleo y programa de finanza sociales, con desarrollo del microcrédito. El Centro Internacional de Formación en Turín (CIF) es una institución dedicada a la formación en el Sistema de Naciones Unidas.

Con su experiencia y su capacidad técnica, la OIT inicio el programa “Promover el empleo productivo y el trabajo decente de los jóvenes en Argelia, Marruecos, Mauritania y Túnez”. El objetivo principal del programa es mejorar la eficacia de las políticas y programas de

empleo de los jóvenes en los países implicados. Para ello se parte de la idea que las intervenciones y medidas tomadas a largo plazo pueden tener un impacto duradero en la mejora de las perspectivas.

La estrategia del programa se fundamenta en intervenciones tanto a nivel regional como nacional. Las primeras proporcionan el marco global del programa y las componentes nacionales han sido diseñadas para responder ante el reto de cada país en el empleo de jóvenes. El trabajo se orienta hacia el desarrollo institucional pertinente en cada país, partiendo del nivel regional. La estrategia del programa está basada en la combinación de dos componentes esenciales, por un lado a nivel regional y nacional reforzar la capacidad de las instituciones y socios locales para poner en marcha las políticas y programas de empleo de jóvenes, conjuntamente al intercambio de conocimientos e información y desarrollo de una red de expertos y la creación de medios para la cooperación regional. A nivel nacional también se persigue la mejora del desarrollo de programas innovadores dentro de diversos sectores, involucrando una asociación más estrecha entre el sector público y el sector privado.

### **3. Evaluación Intermedia**

La evaluación de medio término del proyecto sub-regional "La promoción del empleo decente y productivo para los jóvenes en el Magreb" (PREJAF) proporciona una revisión interna de los resultados generales del proyecto y las lecciones aprendidas. Esta evaluación informa a la fase final de ejecución del proyecto sobre el amplio apoyo de la OIT en el tema del empleo juvenil en la región.

El proyecto, inicialmente presupuestado en 5.55 millones de dólares (por anualidades diferidas) inició su fase de ejecución en octubre de 2011, con una fecha prevista de finalización de diciembre de 2015. Tras una revisión del presupuesto solicitada por el financiador español se determinó el avance de la fecha de cierre del programa en diciembre de 2014, junto con una reducción sustancial del presupuesto.

La evaluación fue realizada por la Oficina de la OIT para África, en virtud de la oficina subregional para el apoyo del trabajo decente en El Cairo y la unidad de programa y evaluación de la Oficina regional de la OIT para África. La evaluación se llevó a cabo de acuerdo con la política de evaluación general de la OIT (OIT, 2012). Esta evaluación se centra sólo en las actividades gestionadas por la Oficina de El Cairo (Marruecos, Túnez y componente regional).

### **4. Propósito, alcance y socios estratégicos de la Evaluación Final**

#### **Propósito:**

La evaluación final medirá la pertinencia y el peso estratégico del proyecto, la validez de su diseño, el avance y la eficacia del mismo, la eficiencia en el uso de los recursos, la eficacia de la estructura de gestión y la orientación hacia el impacto y la sostenibilidad del proyecto.

Su propósito es rendir cuentas a los donantes, al Comité Director del Programa y principalmente, contribuir a la reorientación del proyecto y aprendizaje organizativo. Las lecciones aprendidas alimentarán el proceso de toma de decisiones sobre las intervenciones restantes durante la vida del proyecto en las regiones. A su vez, los resultados podrían ser implementados en la ejecución de futuras intervenciones de parte del sistema de Naciones Unidas, y demás agencias vinculadas con la promoción del empleo.

#### **Alcance:**

La cobertura de la evaluación será la totalidad del proyecto en Argelia, Mauritania, Marruecos y Túnez, así como el componente regional. La preocupación principal de la evaluación debe ser medir la verdadera contribución de este proyecto a los gobiernos, a las organizaciones de empleadores y de trabajadores, y a todos los que participan en el desarrollo, fortalecimiento, aplicación y evaluación de políticas y prácticas relativas a los trabajadores jóvenes en el plano nacional de los países.

**Socios estratégicos:**

Los socios clave de la evaluación serán los coordinadores de proyectos de cooperación técnica en temas de empleo productivo y trabajo decente de jóvenes de OIT, es decir, las direcciones del proyecto en cuestión, la oficina de la OIT en El Cairo, Dakar, Argel y la unidad técnica de la OIT en la Sede Central. Asimismo, también serán socios de esta evaluación los mandatarios nacionales (instituciones gubernamentales, organizaciones de empleadores y sindicatos) que han colaborado con el proyecto en Argelia, Mauritania, Marruecos y Túnez.

**5. Marco analítico sugerido. Criterios y preguntas de evaluación**

El marco analítico sugerido será el de evaluar la política y el enfoque aplicados a las actividades de cooperación técnica de la OIT.

Las preguntas específicas que se sugieren son:

**(i) Pertinencia y aptitud estratégica del proyecto**

*¿En qué grado se corresponde la intervención con las prioridades y necesidades del contexto social, político y económico de la región?*

*¿En qué medida el proyecto complementa y se vincula adecuadamente con las necesidades nacionales de cada país?*

*¿Han cambiado las prioridades de los beneficiarios desde la definición de la intervención?*

*En caso afirmativo: ¿se ha adaptado la intervención a dichos cambios?*

*¿En qué medida el proyecto cuenta con socios estratégicos en función al mandato, la influencia, las capacidades y el compromiso?*

**(ii) Validez del diseño:**

*¿Funcionó bien para poner todas estas proyectos juntos bajo el mismo paraguas en el primer lugar?*

*¿Se ha definido correctamente la cadena causal de productos, objetivos inmediatos y objetivo de desarrollo?*

*¿Ha sido correcta la vinculación entre los objetivos a nivel regional con los de nivel nacional?*

*¿Han sido útiles el sistema de indicadores y bien identificadas las fuentes de verificación?*

**(iii) Progreso y eficacia del proyecto:**

*¿De qué modo contribuyen los productos y los efectos directos a las estrategias temáticas de la OIT?*

*¿La gestión del proyecto facilita la obtención de buenos resultados y una ejecución eficiente?*

*¿Las principales actividades son apropiadas y eficaces en el logro de los objetivos planeados?*

**(iv) Eficiencia en el uso de los recursos:**

*¿En qué medida se han cumplido los objetivos programados para la primera fase del programa y los productos previstos en la intervención?*

*¿Los recursos (fondos, recursos humanos, tiempo, conocimientos especializados, etc.) han sido asignados estratégicamente para lograr los efectos directos?*

*¿Cuáles fueron los efectos en el logro de objetivos de la reducción del apoyo financiero y de los plazos de ejecución?*

**(v) Eficacia de los modos de gestión**

*¿Está siendo eficaz la coordinación administrativa, técnica y política entre el equipo del proyecto, la oficina exterior, la oficina regional y la unidad(es) técnica responsable en sede, y el donante?*

*¿En qué medida se ha procedido a una recolección y gestión sistemática de los datos relevantes, y sensibles a la equidad de género?*

*¿En qué grado la gestión del proyecto ha sido eficiente para la generación de productos y objetivos?*

**(vi) Orientación del impacto y sostenibilidad**

*En qué medida se están tomando medidas para que los resultados, logros y beneficios del proyecto sean duraderos en el tiempo?*

*¿El apoyo de OIT está siendo relevante para la sostenibilidad nacional de los objetivos del proyecto?*

*¿En qué medida los socios nacionales se están fortaleciendo para continuar con el proyecto?*

**6. Metodología y técnicas de evaluación**

Dentro del marco de evaluación desde hace años se ha optado por un determinado enfoque de evaluación basado en el modelo de criterios y estándares. No obstante, en base a la complejidad que caracteriza al contexto de la implementación del programa y la realización de la evaluación, es necesario complementar el enfoque de criterios con el estudio de los procesos claves, elementos estructurales y condicionantes de contexto.

La presente evaluación debe avanzar un enfoque sistémico que permita comparar y confrontar el desarrollo real de la intervención en las regiones cubiertas con los procedimientos y protocolos internos en materia de trabajo decente. Por otro lado, el enfoque metodológico deberá incluir el estudio pormenorizado de los nexos de causalidad implícitos en la lógica de la intervención, el nivel de complejidad e incertidumbre existente, el solapamiento con otras intervenciones así como la replicabilidad deseada. Todo este marco metodológico deberá mantener un óptimo equilibrio entre solidez y realismo, teniendo en cuenta los tradicionales limitantes de tiempo, y recursos.

En línea con lo anterior, las técnicas de recolección y organización de la información propuesta estarán centradas en un enfoque mixto cuantitativo/cualitativo. El análisis de los datos e información oficial del proyecto se realizara por el evaluador de forma previa a la visita al terreno. Para este análisis de datos, serán provistos los instrumentos a tener en consideración como relevantes para la evaluación del proyecto. Este proceso contará con el contacto directo con la unidad de apoyo técnico.

Recogida de datos será realizada por el equipo evaluador en los cuatro países. Si no es posible viajar a algunos de los países debido a la seguridad o el costo, entonces la recogida de datos se llevará a cabo de forma remota utilizando Internet.

**7. Productos principales**

De acuerdo a lo mencionado anteriormente, se fijan tres productos principales:

- (i) El plan de evaluación;
- (ii) El borrador del informe de evaluación; y

(iii) El informe final.

Una vez concluido el proceso de evaluación, se podrá valorar la inclusión de un taller con los socios del proyecto o un resumen de los hallazgos de la misión derivados de una visita de campo al emplazamiento remoto del proyecto.

El informe de evaluación deberá incluir: (1) Portada con los datos clave del proyecto y la evaluación; (2) Resumen Ejecutivo; (3) Antecedentes del proyecto y su lógica; (4) Propósito, alcance y socios de la evaluación; (5) Metodología; (6) Límites de la evaluación; (7) Presentación de los hallazgos relativos al desempeño del proyecto; (8) Conclusiones; (9) Recomendaciones; (10) Lecciones aprendidas; (11) Anexos.

El producto final no deberá superar 50 páginas, emplazando la información adicional en forma de Anexos. Los productos serán escrito en francés e inglés.

## **8. Cronograma**

El cronograma para la realización de la evaluación final independiente es el siguiente:

### **Fases Tareas Fechas**

#### **Primera fase: Preparación de la evaluación**

Diseño de los TdR y circulación entre los stakeholders

Contratación del equipo de evaluación

Revisión documental y preparación y entrega del plan de evaluación enero de 2015

#### **Segunda Fase: Trabajo de campo**

Recogida de datos (de 5 países) febrero de 2015

#### **Tercera fase: Redacción del Informe de Evaluación**

Proceso de reflexión crítica y redacción

Borrador del informe de evaluación y

circulación entre los stakeholders para sus comentarios

Informe final de Evaluación

marzo de 2015

abril de 2015

abril de 2015

Para información adicional de formato de entrega favor revisar Anexo 14

## **9. Recursos**

La evaluación se llevará a cabo por medio de un equipo oficialmente certificado en evaluación y con contrastada experiencia en evaluación y evaluaciones en materia de desarrollo e intervención social, preferiblemente disponiendo de experiencia práctica en medición y evaluación de los marcos de política y programa de la OIT.

A modo de orientación, el perfil del equipo de evaluación se plasmará en las siguientes características:

- Experiencia y formación certificada específica en Evaluación;
- Experiencia profesional comprobada en el campo de desarrollo e intervención social y experiencia profesional en programas de desarrollo en el ámbito nacional e internacional;
- Experiencia profesional en el ámbito de Naciones Unidas. Se valorará como añadido la experiencia profesional en el campo de la evaluación y el trabajo decente en el ámbito de la OIT;
- Conocimientos específicos en la aplicación de la perspectiva de género en evaluación;



- Dominio de la metodología del enfoque de marco lógico y gestión por resultados, planificación y gestión por procesos, así como conocimientos técnicos y experiencia en la integración de elementos transversales de la aproximación sistémica;
- Capacidad de análisis estratégico y operacional y producción de informes de calidad ante Agencias de Naciones Unidas;
- Habilidades lingüísticas requeridas en español, inglés y francés.
- Preferiblemente experiencia en evaluación de programas en los países cubiertos por la presente evaluación.

La presente evaluación final independiente dispone de un nivel de esfuerzo de algunos 60 días para su completa ejecución. El consultor será responsable de hacer sus propios arreglos de viaje para recoger los datos.

El responsable de la gestión de la evaluación corresponde al Oficial Evaluador Sénior asignado en la Sede Central de la OIT en Ginebra. El apoyo logístico a la evaluación será proporcionado por cada una de las organizaciones circunscritas al proyecto y durante su implementación, cuando así fuere necesario.