Annex 1 Terms of Reference



**International Labour Organization**

Independent Midterm Evaluation of the project

**Partnerships for Youth Employment in the CIS Countries**

**Countries:** **Azerbaijan, Kazakhstan, Russian Federation[[1]](#footnote-1)**

**ILO Responsible Office: Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (ILO DWT/CO-Moscow)**

**Duration:** **1 January 2013 – 31 December 2016 (48 months)**

**Donor: OAO LUKOIL**

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| I. Project background |

The evaluation of Partnerships for Youth Employment in the CIS Countries project will be conducted after the first two years of project implementation, at the medium term of the overall lifetime of the project, in accordance with the provisions of the Project Document (PRODOC) and ILO evaluation policy guidelines. The project is the result of a public/private partnership between the ILO and the Open Joint Stock Company LUKOIL.

The global economic crisis has exacerbated the difficult situation that already existed in youth labour markets of the Commonwealth of Independent States (CIS). The crisis resulted in a dramatic increase in the levels of unemployment among young people. According to the ILO study, Global Employment Trends for Youth 2012, the youth unemployment rate in the region jumped from 17.0 per cent in 2008 to 20.4 per cent in 2009. The rate decreased between 2009 and 2011 but has not yet returned to pre-crisis levels and is projected to be slightly over 18 per cent until 2018.

Moreover, young people in the region are usually over-represented in the informal economy.The higher share of informal young workers is found in agriculture, construction and services. An analysis of informality among youth in the region shows that in 2009 about one-third of total youth employment was in the informal economy.

The high share of young workers in informal employment points topoor quality of youth employment in these countries, where many young workers do not enjoy basic rights at work, do not have an employment contract and are not covered by social protection measures. Young workers are, to a larger extent than other groups, engaged in low-quality, precarious and hazardous forms of work.

Skills mismatches are also a serious concern in several countries of the region. The correlation between educational attainment and unemployment, in the sense that the higher the level of educational attainment, the lower the rate of youth unemployment, is generally valid. Nevertheless, the number of young “educated” unemployed is increasing. On the one hand, there are not enough jobs for young university graduates. On the other, there is high and unsatisfied demand for technicians at all skills levels.

Gender disparities are evidenced by both the sex-disaggregated rate of youth unemployment and rate of youth labour force participation. In 2012, the rate of female youth labour force participation in the region was 34.1 per cent, compared with 49.6 per cent for young men.

Limited access to social security is a serious concern for youth. Lack of social security coverage for youth is mainly due to informal employment. For instance, the practice of (total or partial) unreported remuneration without social security contribution is quite spread in the region.

The response of policy-makers to these challenges does not always address the root causes of the problem. The public employment services have difficulties in reaching out to young people, as illustrated by the fact that the registered unemployment figures in CIS countries tend to underestimate the overall youth unemployment rate, be it for lack of information, on the part of the unemployed, about the services delivered by the employment centers, or for their lack of trust in the assistance that can be provided by these centres. Overall, both targeting and performance monitoring of Labour Market Policies (LMPs) are weak and rigorous impact evaluation is rarely conducted.

The crisis of youth employment was a main subject discussed by the International LabourConference (ILC) in June 2012. Representatives of governments, employer organizations and trade unions of 185 countries, including those from CIS, called for urgent and immediate action to reverse the youth employment crisis and the threat of losing a generation of young people. The 2012 ILC Resolution **“The youth employment crisis: A Call for Action”** contains guiding principles and a comprehensive set of conclusions describing policy measures that can guide constituents in shaping national strategies and action on youth employment. It affirms that a multi-pronged and balanced approach that takes into consideration the diversity of countries is the desired way to respond to the highest global priority of generating decent jobs for youth. This approach should foster pro-employment growth and decent job creation through macroeconomic policies; education, training and skills; labour market policies; entrepreneurship and self-employment; and rights for young people.

As a follow-up to the ILC resolution, theproject aims to support CIS countries in taking action to tackle the youth employment challenge in the region.

The project also contributes to the implementation of “The Oslo Declaration: Restoring confidence in jobs and growth” adopted at the Ninth European Regional Meeting in April 2013 that stresses the urgency of action on the youth employment crisis in the region, i.e. through active labour market programmes particularly targeting the needs of young workers.

**Development objective of the project**

The development objective of the project is to contribute to the creation of decent work for youth in CIS countries.

**Immediate objectives of the project**

The project has two immediate objectives:

Immediate objective 1: Policies and strategies for Decent Work for youth are adopted and/or revised as a result of priorities identified within the regional network

Immediate objective 2: Action plans and programmes promoting Decent Work for Youth are implemented in Azerbaijan, Kazakhstan and the Russian Federation

**Project strategy**

This project aims to improve the effectiveness of policies and programmes for youth employment in order to support the creation of more and better jobs for young people. It relies on interventions at regional, national and sub-national levels.

The regional interventionconstitutes the overall framework of the project. It serves to develop joint approaches to address youth employment issues common to the countries of the region and to establish a mechanism for regional cooperation on youth employment.

The national componentstarget Azerbaijan, Kazakhstan and the Russian Federation. In these countries, the project supports the development and implementation of pilot programmes and initiatives that take into account the specificities of the youth employment challenge.

The sub-national componentsfocus on youth employment action in three pilot areas of the Russian Federation with a view to creating aframework for cooperation among local institutions, the social partners and other actors. These partnerships will promote decent work for youth at the level of the districts or other relevant local territories. The three pilot regions in the Russian Federation are Khanty-MansiyskAutonomous District, Perm Region, and the Republic of Kalmykia.

At the three levels of intervention, the project approach combines three essential components:

* + - strengthening the capacity of policy makers to design and implement policies and programmes on youth employment;
    - establishing strategic partnerships on youth employment; and
    - pilotingprogrammes aimed at creating more and better jobs for young people.

The project implementation strategy is based on the principles of tripartism and social dialogue, whereby the social partners (workers’ and employers’ organizations) are fully engaged and involved into the project capacity building, knowledge sharing and policy making activities. The social partners are both offering their advice on project implementation approach and benefitting from the new skills, methods and tools that the project is making available at all the three levels of intervention.

**Project management arrangements**

The project is working under the supervision of the ILO Decent Work Team and Country Office for Eastern Europe and Central Asia based in Moscow (DWT-Moscow). The Senior Employment Specialist of the DWT-Moscow is appointed as focal point for the project. The project is staffed with an international Chief Technical Advisor (CTA) who is responsible for the overall implementation of the project, one Youth Employment Officer who supports the CTA in all the activities, and two administrative assistants. In addition, a Junior Professional Officer (JPO) based in Moscow provides input into the technical documents, as well as advice on the implementation of the project strategy. A technical cooperation specialist based in the ILO’s Programme on Youth Employment in Geneva, provides technical backstopping to the project.

A Project Partnership Committee (PPC) has been established in Moscow to inform regularly the donor on the implementation process of the project and on the needs and priorities of the beneficiaries. The members of the PPC include ILO and donor representatives.

**Major events and milestones of the project**

The project has made progress under each of two main objectives in 2013-2014.

The sub-regional meeting in Almaty in October 2013 marked the project’s launch and establishment of a network which will convene bi-annually and perform youth employment policies peer reviews. Two sub-regional meetings conducted in April and October 2014 facilitate functioning of a youth employment network that serves as a ground for conducting peer reviews of youth employment policies, programmes and institutions. The first round of the peer review was conducted in Kyrgyzstan in July 2014.

At the same time, activities in Azerbaijan, Kazakhstan and the Russian Federation at the national level, as well as in the pilot regions of the Russian Federation, are on-going. This includes further work on the draft policy review in Kazakhstan and meetings with a team of national stakeholders aimed at developing a National Action Plan on Youth Employment; development of the draft Roadmap for Youth Employment in Russia; launching of Youth Employment Pacts in the regions of Russia; piloting youth targeted active labour market programmes in Azerbaijan etc. All the activities serve as a solid basis for further development of the project in 2015.

Below are the highlights of the project’sactivities and achievements up to date.

**Immediate Objective 1**

* Regional cooperation network is operational
* Long-term agenda for regional cooperation on youth employment is presented and discussed among the members of the network
* Two bi-annual meetings of the members of the network to exchange knowledge and experience etc. are conducted with participation of the government representatives and selected social partners
* A number of capacity building exercises for peer reviews and labour market information collection and analysis conducted for the members of the network
* First round of peer reviews of YE policies, programmes and institutions is organized and findings are discussed at the sub-regional event with further recommendations elaborated
* The topics for studies identified based on the constituents’ requests
* Desk review of enterprise-based human resources development and other practices targeting young people is ongoing in cooperation with employers’ organizations
* Analysis of international experience on development of occupational standards conducted
* Analysis of international practices relating to labour mobility is ongoing
* Desk review on successful practices relating to youth employment conducted
* Information on national policies, policy frameworks and legislation promoting youth employment in some countries of the network is collected and processed through the comprehensive global e-database YouthPOL (available for wider audience)
* Social partners are part of the cooperation network and participate in the peer review process as well as selected bi-annual meetings.
* Social partners are involved in implementation of all other project activities, as piloting of active labour market programmes in Azerbaijan, NTT meetings to discuss policy review in Kazakhstan, implementation of youth employment pacts in Russia etc.
* A number of capacity building, awareness raising and knowledge-sharing sessions on the role of trade unions in formulating youth employment policies and youth employment promotion, as well as promotion of the Decent Work Agenda are conducted with ILO participation in the countries of the sub-region on national level as well as in the regions of target countries

**Immediate Objective 2**

* The review of policies, institutions and programmes for youth employment in Kazakhstan is drafted and presented to the constituents. Comments from constituents have been incorporated
* A National Technical Team (NTT) is operational to develop a National Action Plan on Youth Employment in Kazakhstan
* The NTT in Kazakhstan was trained on how to draft effective youth employment action plans and strategies
* Recommendations coming from the policy review have been presented to the NTT in Kazakhstan and will serve as a basis for further development of the National Youth Employment Action Plan
* Youth employment policy review in the Russian Federation is finalized and prepared for printing
* A National Technical Team (NTT) is operational to develop a Roadmap for youth Employment Promotion in Russia
* Draft of the Roadmap for YE is presented to the NTT and comments are incorporated
* Representatives of the Ministry of Labour of Azerbaijanand public employment services are trained on how to implement and evaluate labour market programmes targeting young people
* Two active labour market programmes targeting young people are launched in Baku and rural area (with involvement of the social partners and other key stakeholders)
* Monitoring tool is developed and submitted to the constituents in Azerbaijan; monitoring of one of the programmes conducted; recommendations on possible improvements are elaborated
* Based on conducted assessment, the representatives of the pilot regions are trained on how to prioritize and address youth employment challenges
* Technical assistance on establishment of youth employment pacts is provided
* Operational guide on implementation of partnerships produced and submitted to the regions
* YE Partnerships (Pacts) are endorsed at tripartite level in three target regions of the Russian Federation
* Technical assistance to select a set of youth employment interventions and support their implementation within the frames of the Pacts is provided (e.g. piloting of selected youth targeted active labour market programmes)
* Kazakhstan and Azerbaijan added to the ILO global database on policies for youth employment (YouthPOL)

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| II. Purpose, Scope and Clients of Evaluation |

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and established procedures. According to the Project Document (PRODOC), the project will be subject to two independent evaluations (mid-term and final) to assess its design, implementation and results.

### Purpose

In accordance with the purpose statement in the PRODOC (Chapter 5, Monitoring and Evaluation), the mid-term evaluation will investigate and determine if the project is being implemented according to its design and if, based on monitoring data, adjustments need to be made in order to achieve the project’s objectives. It will allow to fine-tune the implementation approach for the remaining duration of the project.

**Objectives**

The main objectives of the evaluation are to:

1. Assess the relevance of the project design and implementation strategy;
2. Track the implementation process and assess the progress in the achievement of both quantitativeand qualitative results and immediate objectives;
3. Determine the efficiency of the project;
4. Assess the likelihood that the project will have sustainable results and long-term effects on the beneficiary institutions, national systems, policies;
5. Identify the supporting factors and/or barriers and constraints;
6. Identify lessons learned, especially regarding models of interventions that can be replicated;
7. Provide recommendations, i.e. in terms of enhancingeffectiveness and sustainability at the final stage of the project.

**Scope of the evaluation**

The evaluation will focus on the project as a whole covering the period from January 1, 2013 through the end of 2014. At the mid-term stage in project implementation, field research will be conducted in three target countries: Azerbaijan, Kazakhstan, Russian Federation. Assessment of the regional component (regional cooperation network) will be done based on documentation review (desk research).

**Clients of the evaluation**

The evaluation will serve the following clients’ groups:

1. ILO management, technical specialists at the HQ and in the field
2. Project staff
3. Tripartite constituents in the target countries
4. The Donor
5. Direct beneficiaries, including policy-makers and practitioners
6. Ultimate beneficiaries, including young people

It is expected that the evaluation findings will be extensively used by the Project team and line managers responsible for the implementation of the project at the HQ, regional and country level.

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| III. Norms and standards |

The evaluation will be carried out in adherence with the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation; UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct; and the OECD/DAC Evaluation Criteria.

<http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm>

Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects.”

<http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm>

Data should be sex-disaggregated and age-disaggregated when possible and different needs of women and men targeted by the project should be considered throughout the evaluation process.

Ethical safeguards should be maintained during the evaluation process and women and men will be interviewed in ways that avoid gender biases or reinforcement of gender discrimination and unequal power relations.

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| **IV. Evaluation Questions based on OECD/DAC evaluation criteria[[2]](#footnote-2)** |

1. Relevance and strategic fit

How relevant is the project to the target countries' needs? Does it correspond to the broader national development objectives?

How well does the project fit into the ILO programming and implementation frameworks?

Was the design and implementation of the intervention gender responsive?

1. Effectiveness

What has been the project progress towards the achievement of project outcomes (immediate objectives) up to date?

Are the objectives likely to be achieved by the end of the project?

Has there been any contributing factors or obstacles, unintended or unexpected effects?

How have gender issues been taken into account during the implementation?

1. Efficiency of resource use

Have the project resources (knowledge, expertise, networks, time, staff and funds) been used in an efficient manner?

1. Sustainability and likelihood of the project to have a longer-term impact

What is the likelihood that the results of the project will be sustained and utilized after the end of the project?

What needs to be done to enhance the sustainability of the project, strengthen the uptake of the project outcomes by the national stakeholders?

1. Recommendations[[3]](#footnote-3)

Are there any recommendations for the immediate next steps for the remaining duration of the project?

Is there any corrective action needed?

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| V. Evaluation Methodology |

The evaluation will be conducted by an international consultant.

The following is the proposed evaluation methodology. While the evaluation consultant can propose adjustments in the methodology, any such changes should be approved by the ILO.

1. **Document review**

Desk review of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, activity reports, surveys, studies and other outputs of the project, ILO Country Programmes, progress reports of other ILO projects implemented in the countries and relevant materials from secondary sources (e.g., national research and publications).

At the end of the desk review the evaluation consultant will prepare an evaluation instrument indicating the methodological approach to the evaluation to be followed in each of the countries (list of evaluation questions) that will be discussed with the ILO prior to the field missions.

1. **Planning meeting**

A planning meeting will be conducted (possibly, on distance) with the participation of the ILO representatives. The objective of the meeting is to reach a common understanding regarding the status of the project, priority assessment questions, data sources, data collection instruments, status of logistical arrangements.

1. **Observation**

If scheduling permits, the evaluator will attend and assess an event or a training activity of the project.

1. **Interviews**

Individual or group interviews will be conducted with the following stakeholders:

1. Project staff at the ILO/ Moscow and in the countries
2. ILO/Moscow management and technical specialists
3. ILO National Coordinators in Azerbaijan and Kazakhstan
4. Project partners from tripartite constituents organizations in the target countries
5. Project partners and direct beneficiaries, i.e. those who received training from the project pilots or participated in project events and activities
6. UN partners and other development agencies working in the field
7. The Donor
8. **Field visits**

Field visits to Russia (Moscow and, possibly, one of the pilot regions), Kazakhstan (Astana) and Azerbaijan (Baku) will be conducted. Meetings will be scheduled in advance of the field visits by the ILO project staff in accordance with these terms of reference.

1. **Post-trip debriefing**

The evaluator will present preliminary findings, conclusions and recommendations to the ILO and will prepare the draft report. The draft report will subsequently be shared with the ILO for comment.

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| VI. Evaluation arrangements and requirements |

The evaluation will be conducted by an independentevaluation consultant who will be assisted by country based interpreters if necessary.It will involve field research in Russia, Azerbaijan and Kazakhstan.

**The consultant profile**

University degree in economics or social sciences

Knowledge of the social and economic development context of the region

Technical expertise or previous experience in the area of youth employment policies and programmes

Knowledge of evaluation methods and norms

At least three years experience in the evaluation of development projects, in the ILO and/or the UN system in particular

Previous work experience in the target region and countries an advantage

Fluency in English

Knowledge of Russian an advantage

**Roles and Responsibilities**

The Evaluation Consultant is responsible for conducting the evaluation according to the terms of reference (TOR). He/she will:

* Review the TOR and provide input, propose any refinements to assessment questions, as necessary
* Review project background materials (e.g., project document, progress reports)
* Conduct preparatory consultations with the ILO prior to the assessment mission
* Develop and implement the assessment methodology (i.e., conduct interviews, review documents) to answer the assessment questions
* Prepare an initial draft of the evaluation report
* Conduct briefing on findings, conclusions and recommendations
* Prepare a final evaluation report based on comments obtained on the initial draft report

**The Evaluation Manager** is responsible for:

* Drafting the TOR and circulating the draft to the stakeholders
* Finalizing the TOR with input from colleagues
* Preparing a short list of candidates to be circulated to the relevant stakeholders
* Preparing a selection memo for submission to RO Evaluation Focal Point for approval and HQ Evaluation Office for final clearance
* Hiring the consultant
* Providing the consultant with the project background materials in coordination with the project team
* Participating in preparatory meeting prior to the assessment mission
* Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents)
* Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the evaluation consultant
* Reviewing the final draft of the report
* Submitting the final draft of the report to RO/Europe and EVAL for approval
* After EVAL approval, submitting the final report to PARDEV for submission to the Donor.
* Disseminating the final report or a summary to all the stakeholders
* Coordinating follow-up as necessary

**The Project Manager (CTA)** is responsible for:

* Reviewing the draft TOR and providing input, as necessary
* Providing project background materials, including surveys, studies, analytical papers, reports, tools, publications produced
* Participating in preparatory meeting prior to the assessment mission
* Facilitating all the necessary logistical arrangements, preparation of the programme and schedule of all meetings/interviews
* Reviewing and providing comments on the draft report
* Participating in debriefing on findings, conclusions, and recommendations
* Ensuring proper follow-up on evaluation recommendations
* Ensuring translation of the most essential parts of the report into the national languages, if necessary

The evaluation will be carried out with the logistical and administrative support of the ILO project staff.

**Evaluation Timeframe**

26 work days (non-consecutive) during the period of two months, with the submission of the final report within one month from the end of the field research mission.

**Tentative schedule**

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| **Phase** | **Duration/days** | **Timing 2015** |
| **I Desk review** | **5** | **Last week of January** |
| **II Pre-mission briefing** | **1** | **February** |
| **III Field research missions to three countries** | **9**  **(3 days per country\*3)** | **February - March** |
| **IV Preparation of draft report** | **7** | **-‘-** |
| **V Briefing on findings and recommendations (on distance)** | **1** | **-‘-** |
| **VI Consultation on draft report** | ***(2 weeks)*** |  |
| **VII Finalisation of report** | **3** | **First week of April** |
| **Total** | **26 Days of work** |  |

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| VII. Deliverables |

The expected deliverables are:

* Draft evaluation report (electronic version) in English that should comply with ILO Evaluation Office requirements[[4]](#footnote-4) and include:
  + Executive Summary with key findings, conclusions and recommendations[[5]](#footnote-5)
  + project background[[6]](#footnote-6)
  + evaluation methodology
  + description of the current status of the project (stocktaking), per each of the strategic objectives
  + findings
  + conclusions and recommendations (identifying which stakeholders are responsible)
  + lessons learnt
  + good practices
  + annexes including the TORs, a list of those consulted by the evaluation team in each country
* Final evaluation report (electronic version) in English incorporating feedback from stakeholders on the draft.
* Translation of the evaluation report or most essential parts of it into the national languages as relevant (to be done by the project).

The total length of the report should be up to 35 pages, excluding annexes.

Annex 2. List of Interviews

Midterm Independent Evaluation Programme, February – March 2015

PART 1. MOSCOW

9 February 2015

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| **11.00** | Meeting with Ms. Olga KOULAEVA, Senior Employment Specialist, ILO/Moscow |
| **12.00**  **14.00**  **15.00** | Meeting with Mr. Mikhail POUCHKIN, Chief Technical Advisor, YE project  Meeting with Ms. Rebecka RASK, Associate Expert on Youth Employment  Meeting with Ms. Julia SURINA, Junior Youth Employment Officer, YE project |

###### **11 February 2015**

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| **11.00**  **12.00**  **15.00** | Meeting with Mr. Sergeyus GLOVACKAS, Senior Specialist in Workers’ Activities  Meeting with Ms. Irina MELEKH, Programme Officer  Meeting with Ms. Dimitrina DIMITROVA, Director, DWT/CO Moscow |

###### **18 February 2015**

**12.00** Meeting with Ms.Elena KUDRYAVTSEVA, G20 Project Coordinator

PART 2. BAKU

###### **26 February 2015**

**10:00** Meeting with Mr. Yashar HAMZAEV, ILO National Coordinator in Azerbaijan

**10.30** Meeting with Mr.Anar BADALBEYLI, Head of the Public Employment Service

**11.00** Meeting with PES staff

**15.00** Meeting at the Confederation of Employers (entrepreneurs)

**16.45** Meeting at the National Confederation of Trade Unions

###### **27 February 2015**

**10.00** Meeting with Master Trainer Azad RAHIMOV

**11.00** Visit to the Company involved into ALMP - Medi Light

**12.30** Visit to the second Company involved into ALMP - Millennium

PART 3. ASTANA

###### **11 March 2015**

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| **10.00**  **11.00**  **15.00**  **16.30**  **19.00** | **Visit to the Ministry of Health and Social Development of the Republic of Kazakhstan**  Meeting with Ms. Balzhan SHAMENOVA, Director of the Department of Employment of the Populationand Mr. Erzhan BEZHKENOV, Chief expert of the Direction of the Employment Policy  **Visit to the Ministry of the National Economy of the Republic of Kazakhstan**  MeetingwithMs. Gulnar ZHARMAKINA, Head of the Direction of the development of health, employment and social protection of the Department of social, migration policies and the development of state bodies and Ms. Natalia BELONOSOVA, Head of the Direction of the Statistics of population of the Department of labor statistics and level of life of the Statistics Committee.  **Visit to the Ministry of Education and Science of the Republic of Kazakhstan**  Meeting with Mr. Takhir BALYKBAEV, Vice-Minister and Mr. Damir MENDYGALIEV, Chief Expert of the Department of youth policy.  **Visit to the Federation of trade unions of the Republic of Kazakhstan**  1.      Meeting with Ms. Gulnara ZHUMALGEDIEVA, the Deputy-Chair and Mr. Nurlan NURPEISOV, Director of the Department of women issues, youth and public relations and  Mr. Kayrat ZHANABEKOV, Study Center and Mr. Baurzhan MUSIN, the Director of the Study Center of the Federation of trade unions of the Republic of Kazakhstan and Mr. Baurzhan MUSIN, the Director of the Department of the social-economic protection and labour inspection.  2.  **Meeting with Mr. Nadzhat KADYROV, the Executive Director of the Confederation of Employers the Republic of Kazakhstan** |

**March 12, Thursday**

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| ***Observation of the meetings and consultations of the ILO and the stakeholders*** | |
| 10.00 | **Mr. Argandykov – vice-minister of health and social development of the Republic of Kazakhstan**  **Consultations with the officers of the Department of Employment of the Ministry of health and social development of the Republic of Kazakhstan**   * - Consultationsonemploymentissues * - Discussion of the priorities, goals, tasks and responsible bodies of the Action Plan on Youth Employment in the Republic of Kazakhstan |
| 15.00 | **Consultations on labour mobility with the officers of the Ministry of Health and Social Development of the Republic of Kazakhstan** |

###### **March 13, Friday**

**4thMeeting of the National Technical Group**

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| **Observation on site of the Development of the National Action Plan on Youth Employment of the Republic of Kazakhstan** | |
| **Facilitator: Ms. Rebecka RASK, Specialist on Youth Employment (ILO, Moscow)** | |
| 10.00 | **Foreword and brief outline of the previous meetings of the National Technical Group** *Ministry of health and social development of the Republic of Kazakhstan Ms. Rebecka RASK, Specialist on Youth Employment (ILO, Moscow)  Mr. Talgat UMIRZHANOV, National Coordinator of the ILO in Kazakhstan* |
| 10.30 | **Presentation of the participants of the National Technical Group** |
| 10.40 | **Presentation of the draft of the National Action Plan on Youth Employment of the Republic of Kazakhstan** *Ms. Alyona NESHPOROVA, International expert* |
| 11.45 | **Comments and questions** |
| 14.00 | **Round table “Priorities, goals, tasks, outcomes, outputs and indicators of the National Action Plan on Youth Employment”** *Ms. Alyona NESHPOROVA, International expert – moderation of the discussion* |
| 16.45 | **Summary** *Ms. Rebecka RASK, Specialist on Youth Employment (ILO, Moscow)* |

PART 4. ELISTA

###### **25-26 March 2015**

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| **Meetings in Elista; observation of the conference on Youth Employment Promotion** | |
| ***25 March 2015*** | |
| 9.00 | **Visit to the JSC Factory «Zvezda»**, to share knowledge of piloting wage subsidy programme for young people in the framework of the ILO project "Partnerships for Youth Employment in the CIS". Meeting with young workers involved in the wage subsidy programme. |
| 14.00 | **Visit to the company “Individual Entrepreneur Ivanov»,** to share knowledge of piloting wage subsidy programme for young people in the framework of the ILO project "Partnerships for Youth Employment in the CIS". Meeting with young workers involved in the wage subsidy programme |
| 17.00 | **Interview with the Deputy of the Minister of Social Development, Labour and Employment Ms. Elza NAKHATINOVA** |
| ***26 March 2015*** | |
| 10.00 | **Inter-regional Conference "Problems of Youth Employment"**, conducted by the Kalmyk State University in cooperation with the Ministry of Social Development, Labour and Employment of the Republic of Kalmykia and the ILO Moscow Office  Session A  Ms. Elza NAKHATINOVA, Deputy of the Minister of Social Development, Labour and Employment Ms. Natalia SEVEROVA, Head of the Department of the Organization of the activities of the Public Employment Service on the registration of the clients of the state services and monitoring of the labour market of the employment agency of the PermskyKrai Mr. Valery BESPOYASKO, Head of the Direction of the Population Employment of the Department of Labour and Employment of the Khanty-Mansy Autonomous District – Yugra. |
| 12.00 | **Inter-regional Conference "Problems of Youth Employment"**, conducted by the Kalmyk State University in cooperation with the Ministry of Social Development, Labour and Employment of the Republic of Kalmykia and the ILO Moscow Office  Session B  Mr. Claes-Göran LOCK, the ILO international expert, Sweden Mr. Sanal DAVAEV, Kalmyk regional branch of the youth public organization “Russian student units” Ms. Saglara BOLDYREVA, candidate of economic science, associate Professor of the Department of Economics and Management at the Enterprise, Kalmyk State University Ms. Nina BASANGOVA, assistant at the Department of Accounting, Analysis and Taxation, Kalmyk State University |
| 14:00 | **Insight Interviews with the experts and Project Partners** Ms. Natalia SEVEROVA, Head of the Department of the Organization of the activities of the Public Employment Service on the registration of the clients of the state services and monitoring of the labour market of the employment agency of the PermskyKrai Mr. Valery BESPOYASKO, Head of the Direction of the Population Employment of the Department of Labour and Employment of the Khanty-Mansy Autonomous District – Yugra. |

Annex 3 Bibliography

A skilled workforce for strong, sustainable and balanced growth: A G20 Training Strategy, ILO, 2010

ILC Resolution “The Youth Employment Crisis: A Call for action”, ILO 2012

ILO, Global Employment Trends for Youth 2012, Geneva

ILO, Global Employment Trends for Youth 2013, Geneva

Guide for Preparation of National Action Plan on Youth Employment, ILO, Geneva 2008

Labor Market in CIS Countries in 2013 / CIS statistics. Statistical bulletin, 2014 #10 (541)

Road Map on Employment 2020 of the Republic of Kazakhstan, Decree of the Government #636 from 19 June 2013.

The assistance in transition to formal economy based on example of some CIS countries, Working document #6

United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluation, (UNEG, 2014)

Annex 4 List of Project Products

**Reports**

- School to work transition report in Russia (in cooperation with HQ)

- Report for the Start and Improve Your Business training for the PES officials and selected group of young people who participate in piloting of entrepreneurship programme

- Monitoring and evaluations surveys and Monitoring report for Azerbaijan (wage subsidy programme)

- Report on Promoting Labour Market Mobility in Kazakhstan and the Russian Federation

- Report German approach and experience of development of occupational standards

- Report overview of the occupational standards system in English speaking countries

- Assessment report by Armenia of the YE policies, programmes and institutions in Kyrgyzstan for the peer review exercise (prepared by Arm in coop with ILO)

- Assessment report by Azerbaijan of the YE policies, programmes and institutions in Tajikistan for the peer review exercise (prepared by Azerbaijan in coop with ILO)

- Synthesis Report Peer Review of Youth Employment Policies in the Kyrgyz Republic

Reviews and Overviews

- Review of policies for youth employment of the Russian Federation

- Review of policies for youth employment of Kazakhstan

- Overview of Youth Employment policies, programmes and institutions in Kyrgyzstan for the peer review exercise (prepared by Kyrgyzstan in cooperation with ILO)

- Overview of YE policies, programmes and institutions in Tajikistan for the peer review exercise (prepared by Tajikistan in coop with ILO)

- Overview of social-economic situation (baseline study) in Permsky krai; KhMAO; Republic of Kalmykia

Manuals and Guidelines

- Operations Manual for Wage Subsidy Programme for Young Graduates in Azerbaijan

- Manual for Implementing a Youth Employment Pact and active labour market programmes (three separate manuals for three Russian regions)

- Guidelines for a Country´s Youth Employment Policy Peer Review

National Action Plans and Recommendations

- National Action Plan for Youth Employment Promotion, Kazakhstan

- Roadmap for Youth Employment Promotion, Russia

 - Wage subsidies for young unemployed in the Russian republic of Kalmykia - recommendations for improvement

Publications

- Job searching skills for youth (in Russian)

Annex 5. Lesson learned template

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| ILO Lesson Learned Template  Evaluation Title: Partnerships for Youth Employment in the Commonwealth of Independent States  Project TC/SYMBOL: RER/12/01/LUK  Name of Evaluator: Svetlana Bronyuk Date: Jul. 2015  The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report. | | |
| LL Element Text | | |
| Brief description of lesson learned (link to specific action or task) | Preparation of the stakeholders on evidence-based policy development and equipping them with knowledge on monitoring and evaluation leads to better commitment to develop evidence-based policies and measure results |
| Context and any related preconditions | The project “Partnerships for Youth Employment in the Commonwealth of Independent States” was formulated in 2013 to address the Global Youth Crisis following the International Labour Conference in 2012 when representatives of governments, employer organizations and trade unions of 185 countries, including those from CIS countries, called for urgent and immediate action to reverse the youth employment crisis and the threat of losing a generation of young people. The 2012 ILC Resolution “The youth employment crisis: A Call for Action” was endorsed.  The global economic crisis has exacerbated the difficult situation that already existed in youth labour markets of the Commonwealth of Independent States (CIS). The crisis resulted in a dramatic increase in the levels of unemployment among young people. The youth unemployment rate in the region jumped from 17.0 per cent in 2008 to 20.4 per cent in 2009[[7]](#footnote-7). The rate decreased between 2009 and 2011 but has not yet returned to pre-crisis levels, and is projected to be slightly over 18 per cent until 2018[[8]](#footnote-8).  The response of policy-makers to these challenges did not always address the root causes of the problem and the public employment services had difficulties in reaching out to young people. Their capacity to develop evidence-based policies and programmes was hampered by the lack of effective monitoring and evaluation systems of youth employment action. Overall, both targeting and performance monitoring of Labour Market Policies (LMPs) was weak and rigorous impact evaluation was rarely conducted in CIS countries. |
| Targeted users /  Beneficiaries | * ILO management in charge of policy development projects design and implementation * ILO Youth Employment Programme managers * Project implementations teams * Governments and policy-makers |
| Challenges /negative lessons - Causal factors | N/A |
| Success / Positive Issues - Causal factors | During the evaluation exercise it was observed that policy makers and representatives of the Public Employment Services stated independently the importance of evaluation of the state programs on youth employment as a way to measure results.  This positive effect was a result of their participation in the preparatory capacity building seminar on youth employment policy in ILO Training Centre in Turin, Italy which included sessions on monitoring and evaluation.  For example, in Azerbaijan the representatives of government suggested to evaluate the Active Labor Market Programmes piloted within a Project to assess their effectiveness and possibility to escalation to the state level.  In Kazakhstan during the development of the National Action Plan on Youth Employment policy-makers made sure that all indicators were measurable and aligned with the current state programmes.  These positives measure leads to conclusion that *preparation of the stakeholders on evidence-based policy development and equipping them with knowledge on monitoring and evaluation leads to better commitment to develop evidence-based policies and measure results* |
| ILO Administrative Issues (staff, resources, design, implementation) | Future projects’ design should incorporate an inception phase due resources (time, staff and funds) for the capacity building activities to equip the stakeholders / policy makers with knowledge on evidence-based policy development, monitoring and evaluation to promote the accountability and effectiveness of the youth labour policies. |

Annex 6. Good practice template

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| ILO Emerging Good Practice  Evaluation Title: Partnerships for Youth Employment in the Commonwealth of Independent States  Project TC/SYMBOL: RER/12/01/LUK  Name of Evaluator: Svetlana Bronyuk Date: Jul. 2015  The following emerging good practice has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report. | | |
| GP Element Text | | |
| Brief description of the good practice; link to specific action; task or policy | Projects / activities involving constituents equally in joint work / project contribute to better ownership of the Project |
| Relevant pre-conditions, Context | Good practice of joint work was observed during the development of the National Action Plan for Youth Employment in Kazakhstan. The technical working group on policy development included policy makers (government) themselves, trade unions and employers’ organizations. The process of policy development was moderated by the external expert in policy development and youth employment specialist (ILO).  To support ILO tripartite constituents in youth employment evidence-based programming the in-depth analysis of youth employment policies and existing challenges in Kazakhstan was conducted.  The process of the joint policy development was in line with **ILO Guide for the preparation of National Action Plans on Youth Employment /** Gianni Rosas and Giovanna Rossignotti; International Labour Office – Geneva: ILO, 2008  The participatory approach was applied and the social partners’ stakeholders (trade unions and employers’ organizations) confirmed their equal involvement and role in the process next to the government. The capacity of the trade unions and employers’ organizations to take part in the development of youth employment policies at the national level was strengthened as the result of the training aimed to prepare them for the participation in the development of the **National Action Plans on Youth Employment.** |
| Causal Factors | It was observed during the evaluation interviews (policy-makers, employers’ organizations and trade unions) that joint development of the National Action Plan on Youth Employment involving constituents equally in joint work contributes to better ownership of the Project.  The key performance indicators were verified by the government and aligned with the current programs of Kazakhstan on youth employment. The trade unions and the employers’ organization have developed strategy on youth employment aligned with the National Action Plan on Youth Employment.  These measures indicate that direct involvement of the stakeholders in the policy development increases the ownership of the country and of the stakeholders of the Project. |
| Targeted users /  Beneficiaries | * ILO management in charge of policy development projects design and implementation * ILO Youth Employment Programme managers * Project implementations teams * Governments and policy-makers |
| Indicate Measurable impact | **N/A** |
| Potential for Replication | The emerging practice was backed up by the **ILO Guide for the preparation of National Action Plans on Youth Employment** and proved to be effective. The facilitation of the process with the help of the external expert puts all the stakeholders in equal position and is a good way to manage power relations in the process. The emerging practice could be replicated in other CIS countries to encourage participatory approach in policy development. |
| Links to Country Programme Outcomes or ILO Policy | The emerging practice is relevant to the ILO strategy in support of country action on youth employment to provide technical assistance to strengthen the policymaking process. |
| Other relevant documents or comments | The emerging practice will be beneficial if all stakeholders are prepared for the process through capacity building activities (ex. Training on Policy development cycle, evidence-based programming, monitoring and evaluation). |

1. Six more countries are part of the regional cooperation component of this project (Armenia, Georgia, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan). [↑](#footnote-ref-1)
2. http://www.oecd.org/development/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm [↑](#footnote-ref-2)
3. Recommendations should be clear, concise, actionable and specify who is called to act upon. [↑](#footnote-ref-3)
4. See EVAL Checklists 5 & 6 on preparing evaluation reports for detailed guidance <http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf> [↑](#footnote-ref-4)
5. The executive summary should address the project purpose, project logic, project management structure, present situation/status of project, evaluation purpose, evaluation scope, evaluation clients/users, evaluation methodology, main findings, conclusions, main recommendations, important lessons learned, and good practices. [↑](#footnote-ref-5)
6. The project background should address the project context, project purpose, project objectives, project logic, funding arrangements, organizational arrangements for implementation, and project major events and milestones. [↑](#footnote-ref-6)
7. ILO, Global Employment Trends for Youth 2012, Geneva. If not referred to otherwise, data on regional trends presented in this section refer to Eastern Europe (non-EU countries) and Central Asia. [↑](#footnote-ref-7)
8. This data and other figures mentioned in this section are, unless indicated otherwise, drawn from the ILO, Global Employment Trends for Youth 2013, Geneva. [↑](#footnote-ref-8)