



Draft Report for Mid-Term Evaluation

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Evaluator	Xiaoling Zhang
Evaluation Manager	Chinyere Emeka-Anuna
ILO Administrative Office	ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan
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LIST OF ACRONYMS

AEF	Amhara Employers Federation
AU	African Union
AYF	Amhara Youth Federation
MoFEC	Bureau of Finance and Economic Cooperation
BoLSA	Bureau of Labour and Social Affairs
BoTVET	Bureau of Technical and Vocational Education and Training
BoWCY	Bureau of Women, Children and Youth
BoYS	Bureau of Youth and Sport Affairs
CETU	Confederation of Ethiopian Trade Union
CTA	Chief Technical Adviser
EEF	Ethiopian Employers Federation
EU	European Union
ILO	International Labour organization
MoFEC	Ministry of Finance and Economic Cooperation
MoLSA	Ministry of Labour and Social Affairs
MSEDA	Micro and Small Enterprise Development Agency (MSEDA)
NPC	National project coordinator
PES	Public Employment Service
PSC	Project Steering Committee
SEA	Socio-Economic Assessment
SINCE	Stemming Irregular Migration in Northern and Central Ethiopia
SNNP	Southern Nations, Nationalities and Peoples
SNNPR	Southern Nations, Nationalities and Peoples Region
ToR	Terms of Reference
TTF	Technical Task Force
TVET	Ministry of Education, Technical Vocational Education and Training
TWG	Technical Working Group
UNIDO	United Nations Industrial Development Organization

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I. Executive Summary

Introduction

The “Stemming Irregular Migration in Northern & Central Ethiopia” (SINCE) programme is funded by the EU and managed by the Embassy of Italy, with the aim of improving the living conditions of the most vulnerable population, including potential migrants and returnees, in view of contributing to the reduction of irregular migration from Northern and Central Ethiopia. The SINCE Programme is based on the first objective within the EU Trust Fund (EUTF), namely to create greater economic and employment opportunities, especially for young people and women, with a focus on vocational trainings and the creation of micro and small enterprises.

Under the framework of the SINCE Programme, the ILO is implementing the project “Addressing the root causes of migration in Ethiopia”. The overall objective of the project is to contribute to the reduction of irregular migration through creating decent livelihood and employment opportunities for the youth. The target beneficiaries are unemployed youth, university and TVET graduates, potential migrants and returnees. The project has two specific objectives at outcome level, each corresponding to a main component of the project. The first is increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE Programme design, implementation, monitoring and evaluation. The second is to enhance smooth school to work transition for university and TVET women and men graduates, for which the project has set up a pilot Youth Employability Services (YES) centre in Bahir Dar of the Amhara region.

Evaluation Background

The main purpose of the mid-term evaluation is to assess the project’s progress towards its outcomes. The evaluation is also intended to identify challenges, opportunities and lessons learned and make recommendations that the project team and partners, the ILO and the donor, can use to improve implementation of the project and to design the next phase of the project.

The evaluation scope covers the period from August 2016 until November 2018 and reviews all the project components implemented during this period. The evaluation was carried out between November 2018 and January 2019 by ILO internal evaluator and was managed by evaluation manager from the ILO Regional Office for Africa. The primary clients of the evaluation are the ILO, Ministry of Labour and Social Affairs (MoLSA), Ministry of Finance and Economic Cooperation (MoFEC), Confederation of Ethiopian Trade Union (CETU), regional partners – including Bureau of Labour and Social Affairs (BoLSA), Bureau of Technical and Vocational Education and Training (BTNET), Bureau of Women, Children and Youth (BoWCY), Bureau of Finance and Economic Cooperation (BoFEC), Amhara Employers’ Federation (AEF) and CETU (Amhara Branch) – and the donors (Embassy of Italy and EU).

Methodology

The evaluation process was participatory, involving the project team, ILO specialists and Country Office and stakeholders. The evaluation conducted desk review of project documentation, focus group discussions with recipients and beneficiaries, interviews with project team, ILO technical specialists and ILO Country Office in Addis Ababa, and field visit to the project sites in Addis Ababa and Bahir Dar in Ethiopia including consultations with donors, implementing partners, beneficiaries and other key stakeholders. Qualitative data analysis methods were applied. The evaluation is limited by the time constraint and the potential bias due to the evaluator being an ILO official. However, the informants were reminded of the independence of the evaluator from the project management and, wherever possible, information was verified through data triangulation. Draft evaluation report is commented and validated by the donors, stakeholders and the project team.

Summary of Finding

Relevance and validity of design The project is relevant to the priorities and policies of the Government, the donor, the ILO as well as other relevant regional and global commitments. At international level, the project objective and theory of change is in line with the recently adopted UN Global Compact for Safe, Orderly and Regular Migration, the Sustainable Development Goals (SDGs) namely SDG 8 on Decent Work, the United Nations Development Assistance Framework (UNDAF) for Ethiopia 2016-2020 and the ILO Programme & Budget. The project also serves the objective of the EU Trust Fund for addressing root causes of irregular migration and displaced persons in Africa. At regional level, the project contributes to advancing priority issues defined in the Agenda 2063 of the African Union and its First 10-Year Implementation Plan (2013-2023). At national level, the project is relevant to the policies of the Government, including the Growth and Transformation Plan II (GTPII) 2015/6-2019/20 and the National Employment Policy and Strategy, and its commitment under ratification of Employment Service Convention, 1948 (No. 88). The project contributes to the achievement of the current Ethiopia Decent Work Country Programme (DWCP). The project is considered by the social partners as important contribution to achieving productive employment and changing the informal recruitment culture in the country.

The project addresses the needs of young job seekers in multiple ways: it provides labour market information and performs registration and job matching services; delivers career guidance and counselling and trains the youth in job searching skills; and bridges the gap between employers and job seekers. The project also addresses the needs of the employers' of recruiting suitable candidates and helps reduce recruitment costs through job matching service. The project can however make more efforts in assessing and addressing the needs of different job seeker groups, including the specific needs of men and women respectively, together with the project partners and stakeholders.

The design of the project is valid and coherent and its implementation approach realistic. Two modifications were made in the project design during the implementation phase: 1) establishing a pilot Youth Employability Service (YES) centre at regional level instead of federal level. The change was made through consultative process with stakeholders, based on PES operation in Ethiopia and available resources and commitment found in Amhara; 2) contribution to the M&E of the overall SINCE Programme was removed from the project at the request of the Embassy of Italy; ILO instead is responsible for monitoring Result Area 3, component being implemented by the ILO.

Common priorities identified by all or most of the partners and stakeholders for the project to take forward in the remaining implementation period include the following:

- promote and increase awareness and visibility of the YES Centre among employers and job seekers; reach out to and engage more employers in the activities and attract more vacancies
- assess the sustainability of the YES Centre and decide on post-project ownership, governance structure and coordination mechanism of the YES Centre before the current project completes
- explore ways to institutionalize the YES Centre *modus operandi* for roll out regionally/nationally

Effectiveness The project is progressing toward achieving its expected objectives. Under Outcome I, the project has completed the Social Economic Assessment, which was used for preparing the Call for Proposal (CFP) of the SINCE Programme, namely for selecting the intervening areas. The report of the assessment has been published by the ILO upon validation workshop with the stakeholders. ILO has developed a monitoring plan for the project and provided additional support to the SINCE Programme including technical inputs on Public Employment Service (PES) and Decent Work to SINCE consortia members. For this outcome area, the project has therefore achieved all targets set out in the project document. Under Outcome II, the project has successfully launched the pilot Youth Employability Service (YES) Centre in Bahir Dar, Amhara region, in June 2018. The project has organized an employers' roundtable in partnership with the Amhara Employers' Federation (AEF), translated the ILO manual for career guidance "Surfing the labour market: Job search skills for young people" from

English to Amharic and contextualized its content into local context, and organized a Training of Trainers workshop on career guidance and career counselling, which was doubled as a validation workshop for the translation and contextualization of the manual. Regular group career counselling has started in the YES Centre in December 2018. In terms of communication and visibility, the project has developed public information materials, news releases and social media content, to raise awareness of the project activities.

With regards to gender and non-discrimination issues, the project document specifies that 50% of the total beneficiaries will be women. At the moment, women correspond to 57.5% of job seekers registered at the YES Centre. The participation of women in capacity building workshops organized by the project, however, has been low. The monitoring tool of the YES Centre documents disability of the job seekers. So far no disabled job seeker has been registered at the YES Centre.

The pipeline activities include a sector-specific employers' round table, a job fair in collaboration with the University of Bahir Dar, a digital youth employment services portal, job assessment with the private sector in Bahir Dar, publication of the ILO manual for career guidance and counselling in Amharic language, update and dissemination of YES Centre brochure, and field visit of the ILO Employment specialist. Additionally, the project will continue supporting the outreach, registration, job matching and career guidance and group counselling of the YES Centre, and collaborating with the stakeholders in cascading Training of Trainers on career guidance and career counselling.

Contributing factors toward the project's achievements include but not limited to commitment and support received from stakeholders especially at regional level; effective utilization of resources and expertise that are available locally; multi-stakeholder platform established by the project; engagement with the private sector; support from ILO Country Office Director and from ILO technical specialists; and collaborative working relations between the members of the project team and between the project team and the stakeholders. Main challenges identified by the stakeholders are delays in CTA recruitment and in signing MoU with MoLSA; limited capacity and resources in MoLSA/BoLSA; informal recruitment culture in the country; and limited number of employers and vacancies registered at the YES Centre.

Efficiency The implementation of project activities follows the revised work plan and budget, however with delay. Except for the time loss, the evaluation finds the resources having been effectively and efficiently used by the project to achieve results. Namely the project was able to effectively use the resources, including infrastructure, human resources and expertise, of the partners to enhance the scope and impact of project activities. The budget utilization is low, but is growing faster since 2018. The project experienced slower procurement processes than expected.

Management arrangement and partnerships The project has 2 levels of governance structure: at SINCE Programme/project level and at YES Centre level. At SINCE Programme level, ILO is participant of the Project Steering Committee (PSC) and member of the Technical Working Group (TWG), coordinated by the Embassy of Italy. ILO was able to contribute to the work of the mechanisms for the implementation of the SINCE Programme, as well as to update the stakeholders on this project's interventions through this platform. It is however observed that regular TWG meetings of the SINCE Programme have been suspended since March 2017, which could have been used to create more synergy among ILO, consortia members and other stakeholders and to identify and enable areas of collaboration. At YES Centre level, the Advisory Group (AVG) and the Technical Working Group (TWG) have been established and are operational. The two Groups have been effective in supporting the YES Centre and the project in achieving the objectives and addressing bottlenecks and challenges encountered in activity implementation. With regards to the project team, the responsibilities and functions of each team member are clearly defined in the ToRs and complement each other. The ILO specialists attended, facilitated and provided technical support to a number of the project activities. The project also received administrative support from ILO Country Office in Ethiopia.

The project has created effective and cooperative working relations with relevant national, regional and local level government, employers' and workers' organizations and other stakeholders to implement the project and address bottlenecks. All partners and stakeholders of the project interviewed expressed their appreciation over the multi-stakeholder partnership and governance structure established by the project. The partners considered their working relationship with the ILO effective and collaborative. The project communicates frequently with the donors and regularly updates them on the implementation of activities and planned initiatives.

In terms of monitoring and evaluation, the project uses the log frame, detailing the project outcomes, outputs, activities, indicators and targets, for monitoring and reporting results. The project is also subject to the monitoring and evaluation activities of the SINCE Programme. On yearly basis, the project prepares a narrative interim report based on the log frame and the financial statement. At activity level, evaluation questionnaire was used and its results incorporated in the workshop reports. The YES Centre uses a set of indicators established by the stakeholders and TWG to monitor its performance, in line with the quantitative indicators included in the project log frame.

Impact orientation and sustainability The project is still under implementation and its achievements are not yet able to be fully assessed at this stage. However, through reviewing the project documentation and interviewing project partners and stakeholders, there are some emerging outcomes that have the potential to become impactful. The project has changed the way how career guidance and career counselling are provided to young job seekers in the YES Centre and in partner institutions in Bahir Dar, making it systematic and regular. The project has piloted how PES can be provided through multi-stakeholder partnership and how different government bureaus can work together on youth employment benefiting from each other's added values. It demonstrated the potential of providing youth employment services using existing structure and resources in the region, raised awareness on the importance of working with the private sector, and has the potential to change the attitude and behaviour of job seekers in job searching and of the employers in recruitment. In terms of sustainability, the project built the capacity of stakeholders in strategic planning and delivery of PES to youth, and established a governance structure owned by the stakeholders. The effectiveness and replicability of the YES Centre, which should be assessed by the ILO and the stakeholders, will to a large extent determine if the model will be further rolled out.

Main Conclusions

Overall The project is relevant and strategic to the priorities and needs of the country. It has potential to introduce positive impact, especially in the area of youth employment services and school to work transition. This however requires continued commitment, capacity and resources to sustain and upscale the project's achievements.

Relevance and validity of design The project is relevant to the priorities and policies of the Government, the donor including the SINCE Programme, and to the international and regional development agendas and strategies, including those of the ILO. The project addresses the needs of the beneficiaries for accessible PES, such as labour market information, job matching and career counselling, and builds their skills for job searching. However, the project did not sufficiently assess and address the specific needs of women. Tripartite constituents are well engaged and consulted in the project implementation. More consultation and involvement of the constituents should have taken place during the design stage and the inception phase of the project. The project design and implementation approach are in general valid and realistic. Considering the institutional setup and the availability of commitment, structures and resources, it is deemed logical and pragmatic to establish the YES Centre in the regions. Removing ILO from the overall M&E for SINCE Programme can be a loss of opportunity for the Programme to benefit from the ILO's expertise and for the project to achieve its desired outcome. The log frame design is clear and coherent, but lacks process and quality related indicators. The targets are realistic for the planned implementation period.

Effectiveness The project has demonstrated good achievements toward reaching its anticipated results. However, due to time loss caused by initial delays in CTA recruitment, completion of Social Economic Assessment and signing of the MoU with MoLSA, a few specific targets may not be fully achieved during the current project period, namely those related to the number of job and apprenticeship placements. The project aims to have 50% of women in the total beneficiaries. However, women's participation in the capacity building workshops organized by the project has been much lower than that of men.

Efficiency The project is efficient overall and using resources effectively and economically to achieve results, with exception of the time loss caused by the delays occurred in the initial phase. The budget utilization (delivery rate) is low, but is growing faster since 2018.

Management arrangement and partnership The management arrangement, including the project governance structure, the technical backstop by the ILO specialists, leadership and administrative support from the ILO Country Office and the functioning of the project team, is adequate and effective in supporting the project. The partnership established by the project among line ministries/bureaus of the Government, social partners, universities and the private sector is effective and cooperative. The project M&E is functional.

Impact orientation and sustainability The project has introduced positive changes in the attitude, behaviour and process in the area of planning, governing and delivering employment services. It has potential to achieve constructive impact, should the current trend of progress continue and sufficient/additional time be provided. The sustainability of the project's results will depend on the stakeholders' commitment, capacity and available resources, and whether the partners can, with ILO's assistance, strategically assess and plan for the handover and the way forward.

Lessons Learned and Emerging Good Practice

Lesson Learned 1: Project design needs to take into consideration the local institutions and culture.

Lesson Learned 2: Partnership with the private sector is key to employment services provision in Ethiopia.

Emerging Good Practice: Providing youth employment services through multi-stakeholder partnership

Recommendations

Current project implementation:

Recommendation 1: Closely monitor the results of outreach to the private sector, including through efforts made in partnership with the Amhara Employers' Federation

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, TWG, ILO	High	Short term/Continuously	Within existing resources

Recommendation 2: Monitor the quality of services delivered by the YES Centre, including user satisfaction and Decent Work requirements in vacancies/job placements

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre, ILO, MoLSA/BolSA	Medium	Medium term	Within existing resources

Recommendation 3: Relevant internal actors should consult and prepare an estimate time allocation for frequently used procurement methods

Relevant stakeholders	Priority	Time implication	Resource implication
ILO Country Office, Regional Office, HQ, project team	Medium	Short term, as soon as possible	Within existing resources

Recommendation 4: Assess the scope of career guidance and counselling services and decide whether to include the related activities and indicators under Output 2.2, instead of Output 2.1

Relevant stakeholders	Priority	Time implication	Resource implication
ILO	Medium	Medium term	Within existing resources

Recommendation 5: Explore the possibility of time extension with the donor to allow sufficient time to achieve the targets

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, EU, Embassy of Italy	High	Short term, as soon as possible	Within existing resources

Sustainability:

Recommendation 6: Discuss and decide on the post-project focal point and governance arrangement of the YES Centre, before the project completes

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, ILO	High	Short term, as soon as possible	Within existing resources

Recommendation 7: Explore feasible, sustainable provision of electricity and Internet in the YES Centre

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, BoTVET, donors	High	Short term, as soon as possible	Limited

Recommendation 8: Develop a manual documenting planning, services, processes, governance and management arrangement of the YES Centre, including a monitoring and evaluation framework, to provide reference for assessing its effectiveness and for potentially replicating the model in the future

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre, ILO	Medium	Medium/long term	Within existing resources

Recommendation 9: Assess effectiveness of the YES Centre, including cost-effectiveness and comparative analysis with other PES, and replicability of the YES Centre model

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, ILO	Medium	Medium term	Within existing resources

Recommendation 10: Prepare an exit strategy focusing on the sustainability of the YES Centre, which includes description of the YES Centre model, technical and human capacities needed, post-project governance mechanism, summary of cost-effectiveness analysis, stakeholder commitment including commitment of resources, issues concerning rollout, risk analysis and way forward

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, stakeholders, donors	Medium	Medium term	Within existing resources

Capacity building training and services:

Recommendation 11: Make efforts to ensure women's participation in future workshops and other capacity building activities

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, all stakeholders	High	Short term	Within existing resources

Recommendation 12: Organize career guidance and career counselling sessions on specific topics based on the needs of different job seeker groups

Relevant stakeholders	Priority	Time implication	Resource implication
Universities, TVETs, BoWCY, YES Centre, ILO	Medium	Long term, if possible to start during project period	Limited

Recommendation 13: Develop a common framework to monitor and evaluate results and impact of career guidance and career counselling services enabled by the project in different regions/locations

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, MoLSA/BoLSA, BoWCY, Universities, TVETs	Medium	Long term, if possible to start during project period	Within existing resources

Recommendation 14: Integrate the focus on core employment skills of university and TVET graduate job seekers in YES Centre's current and pipeline activities, including providing information on required employment skills in vacancy registration, identifying skills needed by employers during job assessment, promoting on-the-job training through internship/apprenticeship and promoting/facilitating soft skills training through partner training institutions

Relevant stakeholders	Priority	Time implication	Resource implication
Universities, TVETs, BoWCY, ILO, YES Centre	Medium	Short term	Depending on the scale of training provision

II. Project Background

2.1 Project Context

With about 102 million people (2016), Ethiopia is the second most populous nation in Africa after Nigeria, and the fastest growing economy in the region. However, it is also one of the poorest, with a per capita income of \$783.¹ The economic progress achieved in the last decades has not been accompanied by sufficient job creation. As per the 2013 National Labour Force Survey, the National Unemployment Rate is 4.5%, Urban Unemployment Rate is 16.5% and Rural Unemployment Rate is 2%. With 71% of the population being under the age of 30, youth employment presents a particular challenge to Ethiopia.

Youth, especially the urban youth, comprises the largest share of unemployed and underemployed labour force². Millions of young Ethiopians join the job market annually³. The number of unemployed educated youth has increased over the past years, contrary to the common perception that higher levels of education would be inevitably correlated with employment and increasing positive labour market outcomes for the current young generation, which has better access to education than previous generations.

Lack of decent livelihood and employment opportunities is identified as one of the main driving forces for migration in Ethiopia both by the Government and stakeholders alike. The share of migration out of Ethiopia has shown an increasing trend. In 2000, the international Ethiopian migration stock was 442,161, which grew to 753,492 in 2015⁴.

The Government of Ethiopia has started implementing the Growth and Transformation Plan II (GTPII) 2015/6-2019/20 of Ethiopia, which considers youth employment as a priority and calls for empowerment of youth to enable their contribution to the productivity of the economy. The National Employment Policy and Strategy of Ethiopia was adopted in May 2016, with the aim of promoting productive and equitable employment opportunities in the country. It recognizes the necessity of identifying employment opportunities for youth, in view of the potential contribution the youth might unleash to development.

Acknowledging the increasing incidence of irregular migration, the EU launched an “Emergency Trust Fund for stability and for addressing root causes of irregular migration and displaced persons in Africa”, aiming at tackling root causes of irregular migration and forced displacement in countries of origin and transit. The “Stemming Irregular Migration in Northern & Central Ethiopia” (SINCE) programme is based on the first objective within the EU Trust Fund, namely to create greater economic and employment opportunities, especially for young people and women, with a focus on vocational trainings and the creation of micro and small enterprises. It is funded by the EU and managed by the Embassy of Italy, with the aim of improving the living conditions of the most vulnerable population, including potential migrants and returnees, in view of contributing to the reduction of irregular migration from Northern and Central Ethiopia.

2.2 Project Description

The project “Addressing root causes of migration” is part of the broader SINCE Programme and aims at providing technical assistance in the area of employment creation. The overall objective of the

¹ World Bank: <https://www.worldbank.org/en/country/ethiopia/overview>

² Government of Ethiopia: National Employment Policy and Strategy, 2016

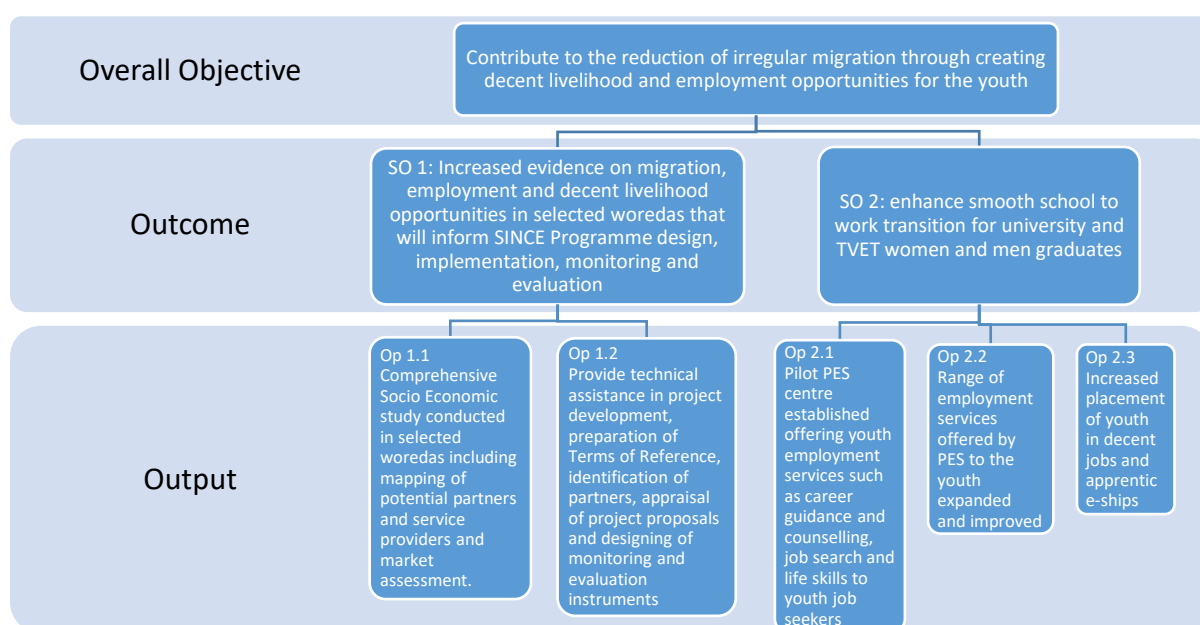
³ United Nations Conference on Trade and Development (UNCTAD): The Least Developed Countries Report: Growth with Employment for Inclusive and Sustainable Development, 2013

⁴ United Nations: World Population Prospects Vol. I, 2017

project is to contribute to the reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.

The project has two specific objectives at outcome level, each corresponding to a main component of the project. The first specific objective is increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE Programme design, implementation, monitoring and evaluation. The project aims to achieve this outcome through providing technical assistance to the overall SINCE Programme throughout the life span of the project as well as undertake comprehensive socio-economic assessment of the five targeted migration prone regions of the SINCE Programme. The second is to enhance smooth school to work transition of university and TVET women and men graduates, for which the project seeks to improve public employment services for youth and has set up a pilot Youth Employability Services (YES) centre in Bahir Dar city of the Amhara region. The region was chosen for the pilot as it has a high level of youth unemployment rate and also high numbers of youth migration with largely undocumented numbers. The project results framework is reflected in the chart below.

Chart 1: Project results framework



The project is managed by a Chief Technical Advisor (CTA) based in Addis Ababa and reports to the Director of the ILO Country Office for Djibouti, Ethiopia, Somalia, South Sudan and Sudan. The project team also includes a national project coordinator (NPC), a finance and administrative assistant and a driver. The project is technically backstopped by ILO DWT Cairo and MIGRANT at ILO HQ for the technical quality of project implementation and for the effective delivery of planned activities, outputs and objectives. The project also receives technical support from relevant specialists in the ILO's Regional Office for Africa, Decent Work Support Team in Cairo and technical units namely MIGRANT and SKILLS at ILO HQ.

To ensure national ownership, the ILO project as part of the SINCE Programme has a Project Steering Committee (PSC), Technical Working Group (TWG) and Technical Task Force (TTF) representing various stakeholders to facilitate smooth and timely implementation of the project. The PSC is the official governing body of the SINCE Programme, including this project, to ensure the overall supervision of the initiative and provides advisory support for the timely implementation, monitoring and evaluation of the programme. It is composed of European Commission, representatives of the Government of Ethiopia, ILO, UNIDO and the Embassy of Italy sided by the Italian Agency for Development and Cooperation (AICS). Technical Working Group (TWG) consists of the EU, Embassy

of Italy, ILO and UNIDO; Technical Task Force (TTF) of ILO and UNIDO was operational during the project inception period.

2.2.1 Brief description of the project's implementation

During the period under review, the project has achieved and/or contributed to the following major activities and milestones.

Table 1: Project milestones

Timing	Milestones
July 2016	Agreement signed between the Embassy of Italy and the ILO
August 2016	Project initiated
November – December 2016	Joint missions conducted by UNIDO/ILO to the regions
January 2017	Data collection for the Social Economic Assessment
March 2017	JIPR final draft submitted
May 2017	JIPR dissemination and SEA validation workshop organized
June - August 2017	Appraisal missions to the regions
September 2017	Call for Proposal (CFP) of the SINCE Programme published
December 2017	SEA report published (summary version published in February 2018)
February 2018	MoU signed between the Embassy of Italy and MoFEC
February 2018	MoU signed between MoLSA and ILO
February 2018	1 st YES Centre TWG meeting
March 2018	YES Centre strategic planning workshop organized
May 2018	Employers' round table organized together with AEF
May 2018	1 st YES Centre AVG meeting
June 2018	Official launch of the YES Centre
September 2018	MoU signed between Bahir Dar University and the ILO
September 2018	2 nd YES Centre TWG meeting
October 2018	ToT workshop on career guidance and career counselling organized; manual translated, contextualized and validated
December 2018	1 st group career counselling session delivered at the YES Centre
December 2018	3 rd YES Centre TWG meeting

III. Evaluation Background and Methodology

3.1 Purpose and Scope of the Evaluation

The main purpose of the mid-term evaluation was to assess the project's progress towards its outcomes. The evaluation also intended to identify challenges, opportunities and lessons learned and to make recommendations that the project team and partners, the ILO and the donor, could use to improve implementation of the project and to design the next phase of the project.

The evaluation scope covered the period from August 2016 till November 2018. It reviewed all the project components implemented during this period. The evaluation was carried out between November 2018 and January 2019 by ILO internal evaluator and was managed by evaluation manager from the ILO Regional Office for Africa. The primary clients of the evaluation were the ILO, MoLSA, MoFEC, CETU, regional partners – including BoLSA, BTVED, BoWCY⁵, BoFEC, AEF and CETU (Amahra) – and the donors (Embassy of Italy and EU).

3.2 Evaluation Criteria and Questions

The evaluation was conducted following UN evaluation standards and norms and the *Glossary of key terms in evaluation and results-based management* developed by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD). The evaluation looked into the following OECD/DAC criteria and evaluation questions:

- Relevance and validity of design
 - Is the project relevant to the priorities and policies of the Government, the donor, the DWCP of Ethiopia, the SINCE Programme as well as other relevant regional and global commitments such as relevant SDG targets and indicators, AU Agenda 2063, and ILOs strategic objectives?
 - To what extent has the project addressed the felt needs of the beneficiaries (including both men and women) and stakeholders? Have ILO constituents been consulted? Which are the priorities that the stakeholders wish to address during the remaining period of the project?
 - Is the project design clear and coherent, including clearly stated objectives, outputs and assumptions? Is the implementation approach valid and realistic?
- Effectiveness
 - To what extent have expected objectives and their related outputs been achieved or are expected to be achieved, including targets disaggregated by gender?
 - What have been the main contributing and challenging factors towards project's success in attaining its targets?
- Efficiency
 - To what extent is the project following the established/revised work plan and budget?
 - Have the resources (human resources, time, expertise, funds etc.) been used effectively and efficiently to achieve results?
- Management arrangements and partnerships
 - Is the management arrangement, including project governance and available technical and financial resources, adequate to support the project in achieving its objective?

⁵ BoWCY in Amhara region was recently established as a result of merging the previous Bureau of Women and Children Affairs (BoWCA) and the Bureau of Youth and Sports Affairs (BoYSA).

- Has the project created good relationship and cooperation with relevant national, regional and local level government, employers' and workers' organizations, donors and other stakeholders to implement the project and address bottlenecks?
- To what extent have relevant monitoring and evaluation framework and tools been used in tracking and assessing project and activity-level performance?
- Impact orientation and sustainability
 - Is there any impact and/or emerging outcome that can already been seen from the project's implementation?
 - To what extent are the stakeholders prepared for continuing the work? What else can realistically be done in the remaining project period to enhance the impact and sustainability of the project?
 - Which are the lessons learned and good practices drawn from project? In which way can they be relevant to and/or used by the stakeholders?

The evaluation sought to identify and capture the results achieved under the indicators in the logical framework of the project, in line with the results-based approach applied by the ILO. It aimed to contribute to identifying and harvesting lessons learned and good practices from the project design and implementation and formulate recommendations, where appropriate.

The evaluation also addressed the aspects of the ILO crosscutting policy divers – gender equality, social dialogue and International Labour Standards (ILS) in the project. Assessment based on the key evaluation questions will integrate the perspective of gender equality and diversity. Analysis of gender-related concerns was based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects.

3.3 Evaluation Methodology

3.3.1 Data collection methods

The evaluation used data collection and analysis methods including desk review, key informant interview, focus group discussion and field observation. The data collection matrix and the list of key informants interviewed are annexed to this report.

Desk review

A detailed review of project documentation and administrative data related to the project served as an important basis for the evaluation. The evaluation reviewed documentation of the following categories:

- Policies and Strategies (global – UN, ILO, regional – AU, EU; national – Government of Ethiopia, UNDAF, DWCP)
- SINCE Programme documentation
- Project documentation
- Relevant reports and publications

Interviews with ILO Staff

The evaluator interviewed individually or in group ILO Staff relevant to the project, including the project team (CTA, NPC, finance and administrative assistant), staff of ILO Country Office in Addis Ababa (Director, Programme Officer and acting CTA of the project in its initial period), and technical specialists in DWT Cairo and in ILO HQ, who have been responsible for backstopping of the project.

Interviews with key Stakeholders in Addis Ababa and Bahir Dar

The evaluator interviewed relevant stakeholders of the project, including the YES Centre in Bahir Dar, and of the broader SINCE Programme, including representatives and experts of ILO constituents, regional bureaus of the Government, donors (Embassy of Italy and the EU) and partners (UNIDO and University of Bahir Dar), as well as employers in the region. List of stakeholders and schedule for interviews have been defined jointly by the CTA, the evaluation manager and the evaluator. The evaluator in consultation with the project team selected site visit to Addis Ababa – for interviewing key partners and donors – and Bahir Dar, where the YES Centre is located.

Focus group discussions with YES Centre users and workshop participants

The evaluator conducted 2 focus group discussions in Bahir Dar. The first one was with young job seekers – university and TVET graduates – registered at the YES Centre. The group was selected based on the sampling criteria established after reviewing the list of registered youth and out of convenience – the focus group was conducted at the end of a group career counselling session with its participants. The second focus group was conducted with participants of the Training of Trainer workshop on career guidance and career counselling, organized by the project.

Debriefing and validation

At the end of the field visit, the evaluator delivered a debriefing to the project team. The draft evaluation report has been commented by the project team and stakeholders. A validation workshop has been organized with the stakeholders in the process of finalizing the evaluation report.

3.3.2 Data Analysis

The document review, stakeholder interviews, focus group discussions and observations generated a substantial amount of raw qualitative data. The evaluator used qualitative data analysis methods, including content analysis, to categorize, synthesize, and summarize the raw data captured from the interview notes. The data analysis process was driven by the evaluation questions. Wherever possible, information was verified through data triangulation.

3.4 Evaluation Limitations

Timing of the mid-term evaluation: The scope of the evaluation specified 1 week of fieldwork, which was not sufficient to interview all key stakeholders involved in the project activities both at federal and regional levels. To mitigate the effect of this limitation, the time utilization was optimized to the degree possible during the fieldwork. ILO specialists were interviewed via Skype. Follow up email was sent to some stakeholders unavailable to meet during the fieldwork to solicit input. The draft evaluation report has been shared with all stakeholders for comments and validation.

Impartiality: The evaluator is a current ILO staff, who may not be perceived by the stakeholders as impartial. The informants therefore might not have expressed their full views. Additionally, due to the lack of time, the project was not able to contract an interpreter for the field mission. Some meetings with local stakeholders and beneficiaries, who might not feel comfortable conducting the discussion in English, were attended by the evaluator accompanied by the project team. To mitigate the effect of this limitation, the informants were reminded during the interview of the independence of the evaluator from the project management and wherever possible information was triangulated with other source of data available.

IV. Main Findings

4.1 Relevance and validity of design

4.1.1 Relevance

Government of Ethiopia

Addressing the root causes of irregular migration is one of the priorities of the Government of Ethiopia. Ethiopia is a big sending country. Among other things, the lack of decent livelihood and employment opportunities in the country is identified as one of the main driving forces for migration. Despite efforts made by the Government to promote employment opportunities in recent years, unemployment and underemployment remain as a serious challenge for the country. As per the 2013 National Labour Force Survey, the National Unemployment Rate is 4.5%, Urban Unemployment Rate is 16.5% and Rural Unemployment Rate is 2%. Job creation is thus a priority of the Government. With 71% of the population being under the age of 30, youth employment present a particular challenge to the country.

The Growth and Transformation Plan II (GTPII) 2015/6-2019/20 of Ethiopia makes youth employment a priority. It calls for empowerment of youth to enable their contribution to the productivity of the economy. The National Employment Policy and Strategy of Ethiopia which was adopted in May 2016, carries the mission of “promoting productive and equitable employment opportunities in the country by considering the inter-linkages between human resource development and employment related policies and strategies, by improving labour market related information and services, by improving industrial peace, and by periodically undertaking labour market and employment related assessments”. The priorities outlined in the Policy include, among others, creating a conducive environment for employment creation by improving labour market information and employment related services. It further recognizes that youth, especially the urban youth, comprises the largest share of unemployed and underemployed labour force. It is thus necessary to identify employment opportunities for the youth, in view of the potential contribution the youth might unleash to development. While the Policy includes the operation of the public employment services, ILO’s assessment reveals that currently the effectiveness of the PES remains very limited due to ineffective and inefficient labour market information system, limited capacity and job search skills⁶.

Moreover, the Government of Ethiopia ratified the ILO Employment Service Convention, 1948 (No. 88), which entails the provision of free employment services to ensure, in cooperation where necessary with other public and private bodies concerned, the best possible organization of the employment market as an integral part of the national programme for the achievement and maintenance of full employment and the development and use of productive resources.

In this regard, the current project has the objective to contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for youth. While the first component of the project, namely the Social Economic Assessment, increases the evidence on migration, decent livelihood and employment opportunities, the second component enhances school to work transition of young graduates of universities and TVET. This includes piloting a Youth Employability Service (YES) Centre to provide to young job seekers labour market information, job matching service, career guidance and counselling. The project is also under way of developing a digital youth employment services portal using innovative technology. This line of work addresses the priorities identified in the national strategies for improving labour market information and public employment services. It facilitates the youth’s access to employment opportunities and thus their integration in the labour market. The project is also relevant and important to the Government, as

⁶ILO: Public Employment Services Provision and Labour Market Information Collection and Utilization, 2018

explained by regional bureaus during interviews, because it brings in technical expertise on PES to the country and builds the capacity of relevant public institutions.

Social partners

The project is relevant to the strategic priorities of the social partners. From employers' organization's point of view, it is important to change the attitude and informal culture of social job matching among local companies and ensure that jobs are offered to suitable and qualified candidates regardless of family and/or social ties. The project contributes to achieving this objective by offering accessible public employment services to youth, including labour market information and job matching services through the YES Centre, by bridging the gap between the employers and the job seekers, and by reducing recruitment costs of the employers and thus contributing to productivity. The project also raises awareness among government bureaus and employers on job matching for productive employment and encourages companies to create employment opportunities for qualified candidates instead of relatives. Moreover, the project equips the youth with job searching skills, through career guidance and counselling services, which will enhance the employability of the young graduates.

From the trade union's perspective, CETU protects the rights and benefits of the workers. To achieve productive employment, effective PES is a priority. The project fills in the gap of accessible PES for youth in the country. Additionally, the young graduates today are workers in the future, once they are placed in employment. Engaging with them from an early stage, informing them of the rights and obligations as workers, also benefits the CETU memberships and promotes its mandate.

Donors including the SINCE Programme

Due to the increasing incidence of irregular migration, the European Union (EU) launched, at the Valletta Summit, an "Emergency Trust Fund for stability and for addressing root causes of irregular migration and displaced persons in Africa". The Trust Fund aims at tackling root causes of irregular migration and forced displacement in countries of origin and transit, in particular by strengthening the rule of law, creating economic and education opportunities, and building better governance, and the effective sustainable return, readmission and reintegration of irregular migrants not qualifying for protection. The EU Trust Fund, through the SINCE Programme, aims to address the root causes and push factors of migration in Ethiopia, namely the lack of economic opportunity for youth in the country.

The project is relevant to the donors' strategic priorities and to the overall SINCE Programme, as it aims to contribute to the reduction of irregular migration by creating decent livelihood and employment opportunities for youth. On one hand, the Social Economic Assessment (SEA) covered 5 selected regions of the SINCE Programme and contributed to shaping the SINCE Programme namely for selecting its intervention areas. On the other hand, currently only limited PES is available in the country. MoLSA and BoLSAs have limited capacity in delivering PES. Therefore, the donors also expect to through this project, namely the pilot YES Centre, explore methods to improve and give more effectiveness to PES and to bring in innovative initiatives, making PES fast, easy and user friendly.

AU

The project is relevant to the Agenda 2063 of the African Union (AU). One of its seven aspirations is a prosperous Africa based on inclusive growth and sustainable development. The First 10-Year Implementation Plan (2013-2023) identifies employment generation, especially for youth and women, as a priority area.

ILO

The Ethiopia Decent Work Country Programme (DWCP) 2014-15 (extended and currently effective) promotes youth employment and reduction of irregular migration. This project, with the objective of contributing to reduction of irregular migration through creating decent livelihood and employment

opportunities for youth, thus contributes to the achievement of DWCP outcome ETH 127 “Enhanced capacity of constituents to implement policies and programmes on industry, infrastructure and skill development to achieve decent employment and inclusive labour market institutions”. Migration and youth employment are also priorities of the ILO Programme & Budget, in particular Outcome 1 “More and better jobs for inclusive growth and improved youth employment prospects”, and Outcome 9 “Promoting fair and effective labour migration policies”.

United Nations

The United Nations Development Assistance Framework (UNDAF) for Ethiopia 2016-2020 identifies employment creation as a key challenge, particularly for new entrants, due to the rapidly increasing labour force. Despite improvements made in the country’s labour market situation, unemployment remains a particular problem for specific groups like women and young people in urban areas. The first pillar of UNDAF promotes inclusive growth and structural transformation, which is interlinked with the pillars in GTPII related to economy and development, as well as relevant Sustainable Development Goals (SDGs) including SDG 8 on decent work and economic growth.

Although the project document did not specify the project’s relevance to the SDGs, the project is relevant to the achievement of the following targets:

- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
- 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Moreover, the United Nations Global Compact for Safe, Orderly and Regular Migration, recently adopted by Heads of State and Government and High Representatives, at the Intergovernmental Conference held in Morocco in December 2018, aims to minimize the adverse drivers and structural factors that compel people to leave their country of origin (Objective 2). To realize this commitment, it calls for the action to invest in programmes that accelerate States’ fulfilment of the Sustainable Development Goals, including among others inclusive economic growth, employment creation and decent work; and, to invest in human capital development by promoting entrepreneurship, education, vocational training and skills development programmes and partnerships, productive employment creation, in line with labour market needs, as well as in cooperation with the private sector and trade unions, with a view to reducing youth unemployment, avoiding brain drain and optimizing brain gain in countries of origin, and harnessing the demographic dividend. The objective of this project, as well as its theory of change, namely to contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for the youth, is in line with and relevant to the objective, commitment and requests of the new Global Compact.

4.1.2 Addressing the needs of beneficiaries

In addition to addressing the priorities and needs of the aforementioned key stakeholders, the project is also relevant to the young job seekers.

Youth in Ethiopia does not have sufficient access to employment opportunities. According to the stakeholders, the lack of access can be partially explained by the informal recruitment culture in the country. On one hand, local employers are used to offering jobs to relatives, as offering employment to someone outside the family is seen as a loss. Vacancies of this kind are usually not advertised to the public. On the other hand, young job seekers are used to waiting for job offers after graduation, instead of actively seeking employment. They often lack the information and skills for job searching and for preparing job applications and interviews. Moreover, employers who wish to recruit from the labour market, however, are facing challenges of recruiting qualified candidates. The young job seekers who have applied for the vacancies often lack necessary skills, behaviours and attitudes to succeed in the job, including soft skills such like communication and customer orientation.

The project addresses these needs of the youth in multiple ways, namely through the pilot YES Centre. First of all, the pilot YES Centre in Bahir Dar registers young job seekers including their educational background and preferred sector and occupation, and performs job matching based on the profiles of the job seekers. This service is considered relevant by the youth interviewed. It helps fill in the gap of accessible labour market information and promotes productive employment. Secondly, the YES Centre collects vacancies from local employers and bridges the gap between employers and job seekers on employment opportunities. Thirdly, the project organized training of trainers on career guidance and career counselling, and organize career guidance sessions, introducing skills for job searching, CV and cover letter writing and job interviews among other tools to navigate the job market. These trainings aim to improve the employability of university and TVET graduates and facilitate their school to work transition. Additionally, the ILO publication “Surfing the labour market: job search skills for young people” has been translated into the local language and adapted to the local context. It will be made available to young job seekers and career counsellors in the country. Last but not least, the project, namely the work undertaken by the YES Centre and its stakeholders, raises awareness on good employment practices with local employers and young job seekers alike and promotes the cultural change toward offering job opportunities to suitable and qualified candidates. The Amhara Employers’ Federation has been actively supporting the project in reaching out to the local employers in this regard.

The project addresses the need of both men and women job seekers, as it provides services such as job matching and career guidance that are relevant and equally accessible to both genders. The project however has not distinguished the specific needs of women and men respectively.

There is limitation in the extent to which the project is addressing the needs of the young job seekers. One being that the pilot YES Centre, which is performing job matching for university and TVET graduates, is established within a One Stop Shop (OSS) at sub-city level. It does not serve the young job seekers from the whole Bahir Dar city, nor the entire Amhara region. Therefore, although its services are relevant, the YES Centre only has the capacity to serve a very limited scope of young job seekers. Another limitation lies in the services provided by the Centre. Employers find job seekers often lack of soft skills and appropriate attitudes. While the career counselling service assists the job seekers in analyzing their skills, including soft skills, and personality types, the project should seek to integrate the focus on core work skills in the current and pipeline activities of the YES Centre. Namely, the job registration service should in addition record core work skills required by each vacancy; the pipeline job assessment has already envisaged identifying skills/capacities needed by employers for future vacancies/candidates; the project should explore with employers the way of having on-the-job training as part of internship/apprenticeship. The project may further consider promoting and facilitating training on core employment skills through the partner organizations such as BoWCY, the universities and TVETs, as well as with employers and employers’ associations.

Moreover, diversity in needs of job searching skills has been observed during the group career counselling session at the YES Centre, which the evaluator was provided the opportunity to attend. While some of them were fresh graduates, others had been unemployed and/or employed for low-

skill jobs while searching for skilled employment for a few years. Their needs were thus different from each other's. The fresh graduates found learning about general job searching skills, introduced during the session, more relevant to their needs. During the later focus group discussion with participants of the training of trainers on career counselling, the counsellor of the session also raised the challenge brought by the diverse needs of young job seekers, which could turn out to be different from his expectation, and suggested that the profiles of the participants as well as their needs and issues should be identified ideally by the YES Centre staff and shared with the counsellor prior to the career counselling session, in order to better attend the needs of the participants. The career counsellors further expressed the need to provide detailed explanation and training to young job seekers on specific topics such as communication skills, creativity, innovation and confidence, and organize employer and/or industry specific training. The ILO manual is sufficient for providing general career guidance but may need to include some specific issues based on the needs of the youth.

Additional needs raised by the job seekers during focus group discussion include subsidy to cover transportation costs for participating in the YES Centre activities and printing costs, provision of support to establish enterprises if/when employment is not available, additional ways for job searching, and free on-the-job training.

4.1.3 Consultation with ILO Constituents

The ILO constituents are actively engaged and well consulted in the implementation phase of the project. The project has created a platform and governance structure that enables consultation with and contribution of the constituents, as well as other stakeholders, in the design, provision and monitoring of public employment services to young job seekers. MoLSA/BoLSA, AEF and CETU are members of the AVG and TWG of the YES Centre. MoLSA is also member of the PSC of the SINCE Programme. The functions and contributions of the AVG and TVG are further discussed in the section on management arrangement and partnerships in this report.

The Amhara Employers' Federation (AEF) actively promotes the project including the YES Centre among its members, raises awareness of job creation for youth and brings in employers and vacancies to the YES Centre for job matching. AEF also collaborates with the project in organizing activities, such as the employers' roundtables and job assessment surveys.

CETU and its Amhara branch also actively participate in the governance of the YES Centre, and contribute to joint planning and problem solving with other stakeholders. CETU however has not yet had an opportunity to provide information to job seekers on the rights and obligations of the workers.

During the design and inception phase, however, the project could have benefitted from more extensive consultation with the constituents.

4.1.4 Priorities identified by stakeholders

Common priorities identified by all or most of the donors and stakeholders for the project to take forward in the remaining implementation period include the following:

1. promote and increase awareness and visibility of the YES Centre among employers and job seekers; reach out to and engage more employers in the YES Centre's activities and attract more vacancies
2. assess the sustainability of the YES Centre and decide on the ownership, governance structure and coordination mechanism once the current project completes. The decision should be made jointly by stakeholders, potentially at the AVG of the YES Centre. ILO can facilitate the discussion.
3. explore ways to institutionalize the YES Centre modus operandi for roll out regionally/nationally

Additional priority areas raised by the donors and stakeholders include:

- establish technology enabled labour market information system, continue labour market assessment and provide relevant training
- continue institutional capacity building
- provide soft skills and attitudes training to job seekers, organize job fairs and cascade training and training of trainers on career guidance
- examine the services provided by the YES Centre and its attractiveness to the youth

4.1.5 Project Design

The design of the project is in general clear and valid. The project document contains sound context and problem analysis. The project's theory of change is in line with relevant theories in labour migration. Namely if a graduate has skills and can find a job in the national labour market, s/he is less likely to migrate. This causal effect is however difficult to prove without establishing baseline prior to the project and conducting tracer studies afterward. Moreover, although the overall and specific objectives of the project are clearly defined, the design of outcome, namely Outcome II, could have been more concrete, referring to the specific change that the project is expected to bring about, such as the changes in the capacities of the stakeholders and/or the availability and quality of new/existing services. This will help unpack the result chain and guide the project in achieving short-term goals. The design of the project also took inspiration from other ILO projects on youth employment and school to work transition in other countries of the region, and analysed external factors in relation to assumptions and risks.

Concerning the components of the project, ILO will not only provide technical assistance to the overall SINCE programme, but also implement a pilot and build capacity of stakeholders. Taking into account of the complex institutional environment and limited budget, it is a valid and realistic approach to deliver a small pilot to demonstrate how PES can be delivered for enhancing school to work transition, instead of general capacity building.

The activities of the project are relevant and contribute to achieving the outputs, respectively. An inconsistency is however observed between Output 2.2 and activity 2.2.1. Under Output 2.2 "Range of employment services offered by PES to the youth expended and improved", the indicator and target is 3 new services and products focusing on labour market information sharing, career counselling guidance, job registration are offered by PES to youth. The only activity 2.2.1 under this output and its corresponding indicator is on developing and strengthening a labour exchange system whereby job registration was made. The component related to career counselling guidance is found instead under Output 2.1 establishment of pilot YES Centre, namely activity 2.1.2. However, as explained by the project team and confirmed by the stakeholders, this line of work is beyond the YES Centre and is implemented at the project level. Namely the training of trainer workshop has built capacity of stakeholders at both federal and regional levels and the career counselling services and cascading training are to be delivered also in universities, TVETs and Youth Centres through partnership established by the project. Therefore, it is recommended to include relevant activities and indicators on career counselling services under Output 2.2, potentially by moving activity 2.1.2 and its indicators from Output 2.1 to Output 2.2.

In terms of gender issues and disability inclusion, the project design indicates that 50% of the total beneficiaries will be women. The monitoring tool used at the YES Centre keeps track of the number of men and women respectively who have registered at the Centre and who have been placed in employment. The registration template also includes information related to disability of the job seekers.

Modification in project design

Two modifications have been made in the project design during the implementation: 1) establishing a pilot Youth Employability Service (YES) centre at regional level instead of federal level; 2) removing

Activity A.2.3 related to M&E of the overall SINCE Programme from the project - ILO instead will contribute to the M&E of Result Area 3 only.

Establishing YES Centre in Amhara: The project design envisaged establishing a youth employment unit at federal level within the PES department of MoLSA. The rationale behind this design is that since resources are limited, ILO would focus on strengthening PES at federal level, while the other SINCE consortia work in the regions. A youth employment unit at federal level could also be a reference point for the regions to replicate at a later stage. However, in Ethiopia, PES is provided at regional level through the bureaus, not at federal level. During the implementation period, ILO consulted with stakeholders and based on MoLSA recommendation, proposed to establish a youth employment service centre at the regional level, with additional capacity building interventions at federal level. The change has been discussed and endorsed by the Project Steering Committee (PSC) of the SINCE Programme.

Afterward ILO conducted field missions and consulted with stakeholders in five regions, to better understand the situation of unemployed youth, the operation of PES in the regions, available services, infrastructure and coordination mechanisms, and to identify gaps and challenges. The findings of the field missions informed the design of the YES centre. A set of criteria for the selection of location was defined jointly by the stakeholders. Amhara was chosen due to high migration flows, high youth unemployment rate, large number of returnees, commitment of regional BoLSA and other bureaus, and availability of technical expertise in the region.

The choice of establishing the YES Centre inside the sub-city level OSS operated by BoTVET – bureau mandated to provide integrated services for enterprise and self-employment – was made based on the fact that various bureaus were engaging in the running of the OSS and that it presented an opportunity to provide services for entrepreneurship and wage employment under one roof, utilizing existing human resources and infrastructure of BoTVET in the OSS. The OSS in Kebele 14 was chosen based on BoTVET recommendation.

This change, according to ILO technical specialists, makes the pilot more concrete and secures partners' commitment and utilization of existing infrastructure and resources found at regional level. Moving YES Centre from federal to regional is also seen by the ILO as a way to promote synergy and exchange of experience with other SINCE grantees, as they also work in the regions, including Amhara. Considering the institutional setup and the availability of commitment, structures and resources, it is deemed logical and pragmatic to establish the YES Centre in the regions. The change was made through consultative process with stakeholders.

From the user perspective, the location is proved to be convenient for the youth. During the group discussion with young job seekers, the majority of them revealed that they discovered the YES Centre due to its location and/or prior engagement with other services at the OSS.

From the employers' perspective, however, the OSS is located in a sub-city level structure, not city or regional level, which does not make it easily or readily known among the companies in the region. Therefore, more efforts need to be made for raising awareness of the purpose and services available at the YES Centre, and for encouraging them to share information and collaborate with the Centre.

Activity related to M&E of the overall SINCE Programme removed: As communicated by the Embassy of Italy, ILO is no longer expected to contribute technical inputs to the development of the monitoring and evaluation instruments for the overall SINCE Programme, despite this being explicitly included in the ILO project activities (A1.2.3). UNIDO alone is responsible for developing the M&E manual for all the SINCE consortia activities. ILO instead is responsible for monitoring the Expected Result Area 3 “Enhance smooth school to work transition for University and TVET women and men graduates” which is being implemented by the ILO. However, both ILO and UNIDO considered it important and appropriate for ILO to contribute to the overall M&E, since promotion of employment and decent

work is ILO's area of expertise. Moreover, this activity is also a key element in the result chain to achieve the project's outcome, namely to inform SINCE Programme monitoring and evaluation (part of Outcome I). The decision was however made at the SINCE Programme level.

Log frame

The design of the project log frame include clearly defined outcome, output, indicators and targets, which are coherent and relevant to each other. The result chain is clear and logical. The log frame also included clear means of verification and assumptions.

The log frame however lacks qualitative indicators, which are particularly relevant to this project in two ways. On one hand, the project has a pilot component namely the YES Centre. Important processes, such as those related to building partnerships, assessing needs, increasing synergy and awareness and managing relationships, as well as related milestones are not captured by the quantitative indicators currently included in the log frame. These processes and milestones enabling the establishment and operation of the pilot centre are however instrumental in demonstrating the progress, achievements, lessons learned and good practices of the project.

On the other hand, the project log frame did not define indicators related to the quality of the services delivered by the YES Centre. Being it a pilot initiative, it is important to keep track of users' satisfaction, attendance to the need and expectation of the youth and the employers, learning of training participants, etc. According to the ILO Skills Specialist, the satisfaction level of both the job seekers and enterprises with the services was one of the four basic questions for measuring and managing performance, as presented during the strategic planning workshop of the YES Centre. The feedback in this area can inform the project in consolidating the services of the Centre and make it more attractive to the users – both the youth and the employers, which will contribute to the effectiveness and sustainability of the YES Centre. Additionally, the YES Centre can also gather feedback from the youth placed in employment on their level of satisfaction with the job and the extent to which the job has met relevant Decent Work standards. These are common indicators used by the ILO specialist in monitoring performance of similar public employment services in the region. The feedback on service quality and on job placement can be done through follow up questionnaires, tracer studies with youth registered at the YES Centre, and/or other evaluation tools that are considered appropriate by the project.

Targets

The stakeholders find the targets in general realistic for the initially planned duration of the project and are confident to achieve most of them during the project period. However, due to delay in implementation, the project may not be able to achieve some of the targets, namely the number of youth who have obtained employment through the project and the number of vacancies registered.

Another target of concern is the number of youth who have obtained apprenticeship through the YES Centre. This is because apprenticeship culture is absent in Ethiopia. When the project design was developed, this target and related activity were replicated from the project design and good practices of previous ILO projects. It was however envisaged that a flexible interpretation applicable to the practices in Ethiopia of the concept "apprenticeship" would be used. During the implementation period, the project has been working toward placing young graduates in internships.

Duration and budget

The stakeholders interviewed consider the project duration in general realistic for implementing the planned activities and achieving the targets. However, the project has experience significant delays. Time needed to complete internal processes (such as CTA recruitment and procuring/ contracting services) as well as external processes in the local context, including political and logistic aspects, should have been better considered in the time allocation and in the project design.

The stakeholders find the overall budget design valid and budget allocation adequate for the respective activities. It has been noticed that the budget line for project activities has relatively limited resources, approximately 350 thousand dollars for implementing activities under both Outcome 1 and Outcome 2. The project could have benefited from more financial resources to fund a communication staff/consultant to enhance outreach and visibility.

4.2 Effectiveness

The project is progressing toward achieving its expected objectives. Despite of the initial delays, the project activities are being implemented effectively and are on track of reaching most of the targets set out in the project document. The paragraphs that follow seek to document and examine the activities and processes made toward project progress and effectiveness, including their perception by the stakeholders.

4.2.1 Related to Outcome I

Table 2: Status of key activities under Outcome I

OUTCOMES & OUTPUTS	ACTIVITIES	STATUS
Overall Objective: Contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.		
Outcome 1: Increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE project design, implementation, monitoring and evaluation		
Output 1.1: Conduct comprehensive Socio Economic study in selected woredas including mapping of potential partners and service providers and market assessment (Target: 1 comprehensive SEA conducted)	1.1.1 Selection and prioritization of project intervention areas	Completed; Target achieved
	1.1.2 Conduct Comprehensive Socio Economic Study in selected woredas including mapping of potential partners and service providers and market assessment	
	1.1.3 Conduct comprehensive mapping and assessment of the capacity and services of public employment services actors at regional, zonal and woreda levels, identify gaps and potential solutions	
	1.1.4 Organize Validation workshop	
Output 1.2: Provide technical assistance in project development, preparation of Terms of Reference, identification of partners, appraisal of project proposals and designing of monitoring and evaluation instruments (Target: 1 CFP prepared)	1.2.1 Produce joint report on the outcomes of the study	Completed; Target achieved
	1.2.2. Support Embassy of Italy in Addis Ababa in preparation of Terms of Reference for call for proposals	
	1.2.3 Develop Monitoring and Evaluation instruments with the view to provide technical assistance to the Embassy	

During the inception phase of the SINCE Programme - and that of the current Project - , ILO and UNIDO were assigned to conduct Social Economic Assessment (SEA) and Value Chain Assessment respectively in four target regions (Tigray, Amhara, SNNP, Oromia) and Addis Ababa city administration and jointly prepare the Joint Inception Phase Report (JIPR), which was the main outcome of the SINCE Programme Inception Phase. The aim of the assessments was to provide the SINCE Programme with potential intervention areas for reducing irregular migration from Northern and Central Ethiopia through creating greater economic and employment opportunities for young women and men. The specific objective of the SEA was to build a deeper understanding of both demographic and labour market trends, so as to inform SINCE project design, implementation, monitoring and evaluation mechanisms.

For this assignment, ILO hired an individual consultant from November 2016 to January 2017 (3 months) to provide assistance for the consulting firm undertaking the comprehensive socio-economic

assessments in the targeted regions of the SINCE project. During this period, ILO also conducted field missions together with UNIDO in the regions.

ILO contracted the Forum of Social Studies (FSS), Ethiopia, from January to March 2017 to undertake the socio-economic assessments under the guidance and supervision of the ILO Country Office in Ethiopia. The Terms of Reference (ToR) of this consultancy was shared with three shortlisted local consultancy firms/research institutes based on desk research. The selection was made based on the technical and financial proposal. This is the first time that ILO collaborated with this research institute. The first draft of the report produced by the research institute did not meet the quality expectation. Based on the comments received, the migration portfolio of the ILO Country Office in Ethiopia worked together to revise the report and improve its quality, and submitted a final draft in March 2017. ILO collaborated closely with UNIDO during the inception phase through the Technical Task Force (TTF) and met frequently to prepare the Joint Inception Period Report, combining the assessments done by both agencies.

The key findings and results of the SEA and the value chain analysis were disseminated at a stakeholder workshop held in Addis Ababa in May 2017, which was organized by ILO in collaboration with the Embassy of Italy, UNIDO, EU Delegation and the Government of Ethiopia. The workshop was attended by 67 stakeholders (42 male and 25 female), including representatives from the Government, national and international NGOS and partner UN agencies, who validated and endorsed the results of the reports.

The findings and recommendations of the SEA were used for preparing the Call for Proposal (CFP) of the SINCE Programme, namely for the intervening areas, and was disseminated among the consortia members.

The perception over the quality of the JIPR is different between the donors and ILO/UNIDO. ILO and UNIDO are under the impression that the donors are in general satisfied with the work. ILO and UNIDO worked closely under the TTF during the inception phase, for the preparation of the JIPR. The donors however expressed dissatisfaction during the interviews over the lack of harmonization between the SEA and the Value Chain analysis done by the two agencies. The donors expected to see connection between the two assessments, where labour dynamics was analyzed for the selected value chains in the respective regions.

In terms of the quality of the SEA itself, the ILO incorporated the feedback received from the stakeholders during the validation workshop, as well as that of the Embassy of Italy, in the final report. The ILO subsequently edited and published the SEA synthesis and summary report. Both documents are available on the ILO website.

Additionally, ILO developed monitoring plan for the project and continued to provide technical support to the SINCE Programme. Namely the ILO provided technical input on Decent Work programming and on Public Employment Services (PES) to the SINCE Programme consortia members.

4.2.2 Related to Outcome II

Table 3: Status of key activities under Outcome II

OUTCOMES & OUTPUTS	ACTIVITIES	STATUS
Overall Objective: Contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.		
Outcome 2: Enhance smooth school to work transition for University and TVET women and men graduates		
Output 2.1: Establish a pilot PES centre offering youth employment services such as career guidance & counselling, job search and	2.1.1 Establish provision of Youth Employment Services (YES) at regional level	Completed; target achieved
	a) Conduct appraisals/consultations on availability of PES (Public Employment services) in five regions (Amhara, Tigray, Addis Ababa, SNNP and Oromia)	

life skills to youth job seekers <i>(Target: 1 pilot youth employment services centre established)</i>	b) Conduct consultations with regional stakeholders on Youth Employment	
	c) In consultation with key partners select the region for pilot and organize the strategic planning workshop	
	d) Develop a road map for piloting provision of youth employment services at regional level in partnership with respective Federal & Regional Bureaus representatives	
	e) Launch the pilot project in the selected region in partnership with the regional authorities	
	2.1.2 Develop a customized career guidance and counselling toolkit to be disseminated at the regional level	
	a) Review existing career guidance tool kits being used at regional level by different regional stakeholders (TVET, BoLSA and BoYSA)	
	b) Develop ToRs and hire consultant to adapt, customize and develop career guidance tool kits to be used at the regional level	Completed
	c) Conduct validation workshop at regional level to discuss the developed Career guidance and counselling tool kit	
	2.1.3 Equip centres offering YES with necessary materials	Completed
	a) Resources supplied to the YES centre	
	2.1.4 Capacity building/training Programs for respective staff of MoLSA, MoYSA and regional bureaus	Ongoing - 1 ToT completed
	a) Provide trainings related to employment services and TOTs on career guidance and counselling Tool Kits etc.	
Output 2.2: Range of employment services offered by PES to the youth expanded and improved <i>(Targets: 3 new services and products offered by PES to youth)</i>	2.1.5 Increase visibility of the pilot centre offering YES	Ongoing - Flyers, brochures developed
	a) Develop communication materials and other need based visibility materials	
Output 2.3: Increased placement of youth in decent jobs and apprenticeships <i>(Target: 100 fresh men and women graduates and unemployed youth placed in apprenticeships; 200 in decent jobs)</i>	2.2.1. Develop/Strengthen a labour exchange system	
	a) Identify and procure resources for the development of the labour exchange system at the regional level	Ongoing - 2 completed + 1 under development
	2.3.1. YES centre forms partnerships with employers and other service providers	
	a) Organize consultation meetings with potential employers in the selected region	Ongoing - 6 vacancies registered; 3 job placements
	b) Facilitate partnership agreements of potential employers with YES centre	
	2.3.2. Provision of labour market information	
	a) Devise creative means to provide labour market information to relevant stakeholders	
	2.3.3. Organize job fairs in relevant project sites, TVET Colleges and Universities	Planned

The results so far achieved under the indicators related to the number of youth placed in employment and in apprenticeship are low; the stakeholders are concerned with achieving the relevant targets defined in the project document. At the moment, the AEF foresees brining in additional 30-40 vacancies from its members to the YES Centre; the Blue Nile Resort also envisages 8-15 vacancies in the upcoming months, for which they may request CVs from the YES Centre. The employers' roundtable and jobs assessment in the pipeline will also contribute to drawing a clearer picture of available opportunities for job seekers. Considering the delay occurred in the beginning of the project implementation, the targets may have become ambitious for the remaining period of the project, as there may not be sufficient time for new processes to mature and to reach its desired effect. The project should explore the possibility of time extension with the donor.

Establishment of the YES Centre

The work related to the establishment of the YES Centre started in July 2017. ILO supported appraisal missions to the selected regions, which contributed to better understanding of the situation of unemployed youth in the regions and the gaps in PES operation at regional level. The findings of the field missions informed the location and the design of the YES Centre. Through consultation with stakeholders including line bureaus, the OSS operated by BoTVET in Kebele 14 of Bahir Dar, Amhara, was chosen to host the YES Centre.

In February 2018, ILO signed a MoU with MoLSA for the implementation of the project; the delay of signing the MoU was mainly due to the arrangement with the Government at the SINCE Programme level. The project has successfully established a multi-stakeholder platform for consultation, joint decision making, governance and collaboration at both the project and at YES Centre level. Members include the Bureau of Finance and Economic Development (BoFEC), Bureau of Labour and Social Affairs (BoLSA), Bureau of Technical Vocational Enterprise and Development (BoTVED), Bureau of Women, Children and Youth (BoWCY), Confederation of Ethiopia Trade Union (CETU) and Amhara Employers Federation (AEF). The first YES Centre TWG meeting was held in February 2018, and the first AVG meeting in May 2018. In March 2018, ILO organized a strategy and capacity building workshop for the proceedings of the youth employment services, in preparation for launching the YES Centre. The objectives of the workshop were to familiarize and increase stakeholders' understanding on the concepts of public employment services with a focus on youth employment; to develop common understanding and consensus on the functions and services of the pilot YES Centre amongst stakeholders; and to have clear understanding on the roles and responsibilities of respective line bureaus in the implementation of the pilot YES Centre.

The programme of the workshop was well designed and included keynote addresses from high-level Government representatives and the donors. ILO introduced the objectives and governance structure for the YES Centre. The ILO Skills specialist shared international experiences and good practices on youth employment services provision in the region, and together with the project team facilitated the discussion on the functions and the action plan of the YES Centre with the stakeholders. The activities were not only informative but also included practical group work on issues relevant to the functioning of the pilot Centre. The participants of the workshop included donors, relevant line ministries/bureaus and social partners, among them 6 were female and 24 male. The project could have made more efforts in promoting gender balance among participants. It is however observed that the participants were mainly nominated officials and experts from the Government and other stakeholder institutions responsible for the specific area of work, the gender composition of the group therefore was to some extent beyond the project's control.

The results of the evaluation questionnaire of the workshop showed that almost 70% of the respondents considered the objectivities of the workshop had been mostly or fully achieved, and that 84% of the participants would likely or certainly make use of the learning from the workshop. The concrete outputs of the workshop included 1) a detailed draft Action Plan for the YES Centre, which clearly describes the areas of intervention, methods and ownership, and is time-bound; 2) mapping of areas of capacity building needs; and 3) tools that are specifically designed for the YES Centre such as the templates to register jobseekers and employers. These documents provided foundation for the YES Centre setup and contributed to enhancing common understanding and ownership among the stakeholders.

In May 2018, to raise awareness of the upcoming YES Centre, ILO in partnership with the Amhara Employers' Federation (AEF) organized an employers' round table, which was attended by around 60 representatives of the Government, employers' organization, trade union, enterprises and universities. The objective of the activity was to introduce the role of Amhara Employers' Federation on creating employment opportunities and engaging with the YES Centre. The employers' round table was considered a good practice by the stakeholders for raising awareness of the YES Centre among local employers and attracting registration and submission of vacancies.

On 19 June 2018, the YES Centre was officially launched by the project in collaboration with the Amhara regional government and partner bureaus. It has been furnished and resourced with 3 desktop computers, 1 printer and 1 photo copier with scanner. 4 BoTVET employees, who had already been working at the OSS, were assigned as staff of the YES Centre respectively, namely as Coordinator, Awareness Creation and Mobilization Officer, Data Encoder and Market Integration and Development Officer. The functions and responsibilities of the 4 profiles were defined jointly by the stakeholders.

Table 4: Current services of the YES Centre

<p>■ For job seekers:</p> <ul style="list-style-type: none"> - Registration service - Information on employment opportunities - Job matching - Career counselling 	<p>■ For employers:</p> <ul style="list-style-type: none"> - Registration of employers - Registration of vacancies - Job matching (CV referral)
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To enable and promote these services, the staff carry out the following activities:

- Register job seekers, employers and vacancies in the Excel database
- Raise awareness among job seekers and employers on YES Centre's services
- Contact youth to participate in YES Centre's activities
- Coordinate and monitor service delivery
- Manage relationships with partners, employers and job seekers

Improving career guidance and career counselling service

During the appraisal missions to the regions, a lack of standardized career guidance and counselling tool was observed in public institutions engaged in offering youth employment services. Consequently, most University and TVET graduates (men and women) are unable to get appropriate and timely career guidance and counselling services. To fill this gap, ILO translated the manual "Surfing the labour market: Job search skills for young men and women" to Amharic language. The manual was further reviewed by a team of experts from Bahar Dar University, TVET and MoLSA on the adaptability of the manual to the Ethiopian context.

Moreover, to validate the manual and to build capacity of stakeholders in delivering career guidance and career counselling service, the project organized a Training of Trainers (ToT) workshop in October 2018. The workshop also supported the trainees to come up with an action plan to implement group counselling sessions for job seekers including recent TVET and University graduates in their institutions, as well as to support the selection of potential national master trainers for future ToTs from among the participants.

The training was delivered by an international expert with simultaneous translation to Amharic. The programme of the training were designed according to the 6 sessions composing the toolkit of the manual, and included exercise and group work to put theory into practice. The participants of the workshop were composed of career counsellors from both universities and government institutions responsible for youth employment, and the YES Centre staff. The participants came from both Bahir Dar and Addis Ababa (including federal level representatives). Among the 23 participants, 4 were women and 19 were men. From the perspective of mainstreaming gender equality, the project could have been more proactive in inviting and selecting workshop participants to reach a higher level of gender balance in the group. The project extended invitation to 2 NGOs of the SINCE programme consortia, which unfortunately were not able to attend the workshop. It would have been a good opportunity to exchange knowledge and experience in providing employment services.

The results of the evaluation questionnaire workshop revealed high level of satisfaction over the quality and organization of the workshop. The participants particularly appreciated the learning methods used in the training and the contribution of the resource persons. The integration of gender

issues received a relatively lower score comparing to other criteria. When asked about their biggest learning from the workshop during the focus group discussion, most of the counsellors referred to the fact that the workshop equipped them with the knowledge and skills to help young people in a systematic way with job searching issues and challenges.

One of the concrete outputs of the workshop was a joint Action Plan for provision of career counselling services by stakeholders at both federal and regional levels. The joint action plan included clearly stated outcomes, activities, indicators and targets. It specified the timeframe and resources needed for the implementation and the responsible stakeholder for each activity. The feedback received from interviews and focus group discussion with the stakeholders confirmed that the joint action plan is being used as a road map for pipeline activities and the implementation is under way, although some delays have occurred due to structural change in the bureaus among other factors. The targets set out by the action plan are ambitious. Their achievement will depend on the commitment and availability of resources of the stakeholders. The stakeholders interviewed in Bahir Dar are committed to delivering the planned activities. Additionally, the workshop, which was doubled up as a validation exercise for the manual, also yielded recommendations for improving the translation and contextualization of the manual.

Communication and visibility

The project has produced brochures and flyers for both the project and the YES Centre. The flyers of the YES Centre were positioned at strategic locations in Bahir Dar, including the PES office in the City Administration and the Youth Centre, to enhance its outreach. The brochures of the project and the YES Centre have been disseminated among employers and job seekers. Press releases and social media contents were adequately prepared for project activities. A communication and visibility plan for the YES Centre was developed. The successful execution of the plan contributed to the participation of over 120 representatives from different offices of the regional government and journalists from the Ethiopian Television, Amhara Mass Media Agency, Fanna Broadcasting Corporate, the Reporter Newspaper, in the inaugural ceremony of the YES Centre. This high-profile event also attracted large media and public attention. For example, the Ethiopian Television, the largest TV network in the country, and the Amhara Regional TV Station gave wide coverage on the relevance of the YES Centre.

Activities on the pipeline

1. Develop a digital youth employment services portal

The project has started the work to develop and set up a user friendly digital platform in English language that will provide efficient quality services to job seekers and employers. It will enable job seekers to post their curriculum vitae and employers to post vacancies online, and make them searchable by key search criteria for both job seekers and employers. The portal will also include an Online Labor Exchange Nodal Centre for job matching, and relevant services for both employers and job seekers such as offering information on employability, skills development, opportunities of apprenticeships/training programs, tips on writing resumes, etc. The Portal is envisaged to be developed by 1st quarter of 2019 and will be administered by the YES Centre.

2. Conduct a jobs assessment within the private sector in Bahir Dar, Amhara region in partnership with the Amhara Employers' Federation (AEF)

The project will conduct a comprehensive jobs assessment within selected companies who are members of the AEF, to identify skill needs, employment options for job seekers and incentives for employers to engage with the YES Centre. The findings of the assessment will be used to match with job seekers registered with the YES Centre.

3. Employers round table

The project will organize a 2nd employers round table that is sector-specific, in collaboration with the AEF and its sectoral associations.

4. Job fair

The project will organize a job fair together with the University of Bahir Dar, where prominent companies will be invited to give employers' talks and interact with young job seekers.

5. Cascading training/career counselling

The project will continue to support the cascading training and provision of career counselling service at partner institutions.

4.2.3 Main contributing factors and challenges

The following factors contributed to the project's achievements:

- commitment and support received from stakeholders especially at regional level;
- effective utilization of resources and expertise that are available locally;
- multi-stakeholder platform established by the project;
- support from ILO Country Office Director and from ILO technical specialists; and
- collaborative working relations between the members of the project team and between the project team and the stakeholders.

Main challenges identified by the stakeholders include, among others, delay in CTA recruitment and in signing MoU with MoLSA and consequently insufficient time to deliver desired results, limited capacity and resources in MoLSA/BoLSA, informal recruitment culture in the country, and limited number of employers and vacancies registered at the YES Centre. Below is a list of challenges identified by stakeholders organized in 4 areas.

Table 5: Challenges identified by the stakeholders

▪ Internal challenge:	▪ Project implementation:
<ul style="list-style-type: none"> - Delay in CTA recruitment - Internal procurement process is slower than expected 	<ul style="list-style-type: none"> - Delay due to the process of establishing the MoU with MoLSA - Lack of time needed for incubation of new processes and initiatives and for them to deliver results - Limited federal level commitment from the Government - Limited capacity and resources of key partners such as MoLSA/BoLSA - Lack of harmony between the SEA and value chain assessment in the JIPR
▪ YES Centre performance and governance:	▪ Adapting to local context:
<ul style="list-style-type: none"> - YES Centre is not well known by employers. - Need to bring in more companies to the YES Centre and more vacancies - HR departments of large international companies are usually based in Addis Ababa, although the companies may have branches in Bahir Dar. 	<ul style="list-style-type: none"> - Labour market information exchange is a new area for the local context, which can be seen as a formal, lengthy process for an informal recruitment culture mainly based on social job matching. - Feasibility of technical solution needs to be assessed against the readiness of

<ul style="list-style-type: none"> - Not serving all job seekers due to limited capacity of the YES Centre established within sub-city OSS - Ownership of the YES Centre is unclear, namely which bureau is/should be the focal point - Staff of the YES Centre, who are BoTVET officials working on enterprises, may see the tasks related to the YES Centre as secondary. - Diversity in the needs of youth (groups) for job searching 	<p>infrastructure and human resources capacity and skills.</p> <ul style="list-style-type: none"> - No clear guidance or culture of on-the-job training/apprenticeship in Ethiopia - Job searching behaviour and attitude of the youth; youth are used to waiting for employment offers. - Local employers are used to hiring family members and relatives.
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4.3 Efficiency

4.3.1 Delays

The project experienced significant delay in the initial period, caused by 1) completion of the Social Economic Assessment (SEA)/the inception phase, 2) recruitment of CTA and 3) signing of MoU with MoLSA.

The SEA was envisaged to be conducted during the inception period, from August 2016 till January 2017 (6 months). Due to time constraint, ILO contracted a research institute with which ILO had not collaborated before. The first draft of the report produced by the research institute was of poor quality. Additional time was spent revising the report by the research institute and by the ILO team in Addis Ababa. The final draft report was eventually submitted in late March and the dissemination/validation workshop was organized on 17 May 2017, which marked the completion of the inception phase, with an almost 4-month delay. The contracting of a research institute under ILO guidance and supervision was a pragmatic approach considering the wide scope of data collection in 5 regions, the project however should have taken more consideration over the time needed for procuring the service, as well as mechanisms to ensure quality of the deliverables. The delay of the inception phase also has an impact on the timeline and achievement of other project activities, as the implementation phase may no longer have sufficient time to yield expected results.

The CTA was not recruited on time and came on board only at the end of the inception period in May 2017, which on one hand hindered consistent coordination and provision of technical input, and on the other hand did not enable close consultation with donors and with the constituents.

The delay of signing the MoU with MoLSA was related to the setup of the broader SINCE programme, which was introduced to Ethiopia through agreement between the Italian Embassy - coordinator of the SINCE programme - and the Ministry of Foreign Affairs of Ethiopia. This is an unusual approach, as international development projects are normally signed with MoFEC. During the implementation period, this issue was discussed at the PSC of the SINCE Programme. Afterward the Embassy of Italy signed the MoU with MoFEC in February 2018, which enabled the ILO to sign the MoU with MoLSA in the same month for implementing this project.

4.3.2 Budget implementation

The project is following the established budget as agreed with the donor. Revisions of the budget have been done both on need basis, in addition to one planned revision. The expenditure for the Social Economic Assessment was over the budget assigned but within the percentage allowed by the donor agreement.

The budget utilization however is low. As of November 2018, the delivery rate is at 58% including actuals and encumbrances, and 46% for actuals only. The delays in the recruitment of CTA, in completing the SEA, as well as in signing MoU with MoLSA contributed to the late start of the implementation phase and thus the low utilization of budget. In 2018, with all personnel on board and the MoU signed with MoLSA, the project has expedited the implementation of activities and the delivery rate has been growing faster.

The project experience of procurement processes was slower than expected, especially for procurement of services in the regions.

4.3.3 Usage of resources

In general, the evaluation finds the resources having been effectively and efficiently used by the project to achieve results, except for the time loss and other impact caused by the delays.

During the preparation of the SEA report, the ILO Country Office staff worked as a team to review the sections related to each region for preparing the synthesis report. When the recruitment of CTA was delayed, other staff of the office also provided support to coordinate and implement the project.

Regarding the YES Centre, it is time efficient and economical to establish the Centre within the existing structure of the OSS. The modest investment in equipment (3 computer, 1 printer, 1 copier/scanner) by the project enabled electronic registration of job seekers – they were previously registered on paper at the OSS –, and efficient data sharing with other bureaus. The YES Centre was also able to use the human resources available at the OSS to provide services for the YES Centre, which on one hand strengthened the capacity of government staff and on the other saved recruitment time and human resources costs. This approach also contributes to the sustainability of the YES Centre, as it helps avoid discontinuity of services due to lack of personnel upon project completion. It is however raised by the stakeholders the importance to ensure that the staff do not consider the tasks related to the YES Centre secondary to their existing responsibilities. The project has effectively utilized the technical expertise of the ILO specialists in planning and implementing project activities, such as facilitating strategic planning workshops, delivering trainings and reviewing technical outputs of the project.

The training of trainer (ToT) workshop is another example where the project uses the resources effectively and efficiently to deliver results. The workshop invited experts and counsellors from universities and the Government at both federal and regional levels, and helped them to become master trainers. A concrete action plan was developed by the workshop participants, which included trainings to other counsellors and career counselling to young job seekers. The Action Plan mobilized the resources of the partners and stakeholders and if realized will be able to reach large volume of beneficiaries beyond the capacity of the YES Centre itself. It will also enable the project to achieve results at federal level. The ToT workshop was also doubled as a validation workshop for the translation and contextualization of the ILO manual, which is considered an efficient and economical.

4.4 Management arrangements and partnerships

4.4.1 Management arrangements

The project has 2 levels of governance structure: at SINCE Programme/project level and at YES Centre level. At SINCE Programme level, the Project Steering Committee (PSC) is the official governing body to ensure the overall supervision of the initiative and provides advisory support for the timely implementation, monitoring and evaluation of the programme among others. It is composed of the EU, representatives of the Government of Ethiopia, ILO, UNIDO and the Embassy of Italy sided by the Italian Agency for Development and Cooperation (AICS). ILO is also member of the Technical Working Group (TWG), along with the EU, Embassy of Italy and UNIDO, and member of the Technical Task Force

(TTF), which was operational during the project inception period. In general, ILO was able to contribute to the work of the mechanisms for the implementation of the SINCE Programme, as well as to update the stakeholders on this project's interventions. ILO also constructively used these macro-level platforms to address issues relevant to the project. Namely ILO reiterated in a number of PSC and TWG meetings the importance of involving MoLSA in the SINCE Programme, which was also raised and supported by other stakeholders, and the necessity of institutional arrangement at SINCE Programme level to enable the signing of MoU between ILO and MoLSA for implementing this project. ILO also effectively used the PSC as a platform to consult project design and implementation with donors and stakeholders and obtain their endorsement. For instance, after consultation with MoLSA, ILO discussed the issue of changing the location of the pilot youth employment service centre from federal to regional level at PSC meeting and received endorsement on the change from the PSC.

The organization of the TWG meetings of the SINCE Programme at the moment is *ad hoc* and by request. The TWG is an important instrument for SINCE programme partners to update each other on implementation progress of their respective components, exchange information, knowledge and experiences and consult on issues of common concerns. Considering that SINCE consortia members are also working on job creation and capacity building interventions, the TWG could have been used as a regular platform to create synergy among ILO, consortia members and other stakeholders and to identify and enable areas of collaboration. In fact, the donors have expressed expectations for closer cooperation between ILO and the consortia NGOs, especially those also operating in the Amhara region and those working on employment services and skills training. The management arrangement of the SINCE Programme is however beyond the scope of the current evaluation. The SINCE Programme may be interested in considering using regular TWG meetings as a platform to promote information and knowledge sharing among the partners.

At YES Centre level, the Advisory Group (AVG) and the Technical Working Group (TWG) have been established and are operational. AVG operates at federal level and consists of Directors of relevant departments in MoLSA and MoYS, heads of line bureaus in Amhara region, representatives of the employers' and workers' organizations and the Project CTA representing the ILO. The Group is chaired by MoLSA and co-chaired by MoYS and meets quarterly. The key functions of the Group include provision of strategic guidance and direction, addressing bottlenecks, facilitating coordination and serving as the representatives of the pilot YES Centre at the federal level. The functions, scope and methods of work, among other settings, are well defined in the ToR which has been endorsed by the AVG.

TWG of the YES Centre operates at regional level. It consists of technical experts and representatives from line bureaus, employers' and workers' organizations, youth association and the ILO. By November 2018, 2 TWG meetings have been held. The TWG was supposed to meet every month, however, this has been considered unnecessary as bilateral and multilateral discussions and cooperation are ongoing among the stakeholders and between the stakeholders and the ILO. The frequency of meeting is to be revised to quarterly or bi-monthly. Key functions of the TWG include provision of technical guidance of implementation of YES Centre activities and services, enhancing coordination, identifying bottlenecks and representing YES Centre at regional level. The functions, scope and methods of work, among other settings, are well defined in the ToR which has been endorsed by the TWG.

The AVG and TWG have been effective in supporting the YES Centre and the project in achieving the objectives as well as addressing bottlenecks and challenges encountered in activity implementation. For example, at the 1st TWG meeting, the action plan and indicators of the YES Centre previously developed at the strategic planning workshop were consolidated and finalized. At the 2nd TWG meeting, the Group identified the challenge of engaging private sector enterprises to share vacancies with the YES Centre. The Amhara Employers' Federation thus proposed organizing additional employers roundtable together with sectoral associations. The suggestion was supported by other

TWG members and the Group decided that sectoral roundtables will be organized (currently planned for January 2019) by ILO together with AEF and sectoral associations to increase awareness and outreach of the YES Centre services. The Group also decided to conduct 2 job assessment surveys to gain a better understanding on the availability of employment opportunities.

The project team consists of a Chief Technical Advisor, a National Project Coordinator, a Senior Finance and Administrative Assistant and a Driver. The responsibilities and functions of each team member are clearly defined in the ToRs and complement each other. Interviews with ILO staff and stakeholders of the project confirmed that the project team has been performing effectively and efficiently together for implementing and monitoring project activities and has built collaborative working relations with the stakeholders.

The project is backstopped technically by ILO specialists in DWT Cairo and HQ in Geneva. The ILO specialists have provided relevant technical support to the project, attended and facilitated a number of the project activities. Their contribution and expertise are appreciated and considered adequate for supporting the project activities by both the project team and the stakeholders. The project also received administrative support from ILO Country Office in Ethiopia. The leadership, availability and support provided by the ILO Country Office Director is identified as a contributing factor to the project's achievements and is appreciated by the project team.

4.4.2 Working relations and cooperation

The partners and stakeholders of the project interviewed, including the Government, employers' and workers' organizations, youth association, the YES Centre staff, universities and private sector companies, expressed their appreciation over the multi-stakeholder partnership and governance structure established by the project. Both the partners and the project team considered the working relationship among themselves and with the ILO effective and collaborative. UNIDO and ILO worked closely during the inception period.

At regional level

The project has created effective and cooperative working relations at regional level with the stakeholders including regional bureaus (BoFEC, BoLSA, BoTVET, BoWCY), employers' and workers' organizations, universities and youth association. Representatives from these institutions are committed and most of them are members of the AVG and/or TWG of the YES Centre. They jointly plan and implement activities, address issues and challenges with feasible solutions, provide strategic and technical support to the YES Centre and liaise with ILO.

When the issue of ownership and replication of the YES Centre were discussed with partner bureaus and the social partners, many of them were interested in hosting future YES Centres in their existing and/or planned structures and would welcome representatives of other bureaus namely BoLSA, who do not possess sufficient structure and/or resources, to work for the future YES Centres within their premises. The openness and availability behind these suggestions also demonstrate the collaborative partnership among the bureaus and stakeholders for sustaining and rolling out YES Centre models in the future.

The partnership established by the project changed the way how PES is provided in the region and enhanced inter-bureau, inter-sector and tripartite dialogue and cooperation for youth employment. Bureaus in the Amhara region involved in this project clearly understand the added value that they themselves bring to the partnership as well as that brought by other bureaus and stakeholders. The partnership established through the project facilitated the bureaus to together work on the shared mandate for youth employment and utilize the expertise and other resources of each other. For example, the YES Centre is established within the infrastructure of the OSS of BoTVET and staffed by the existing BoTVET personnel. Experts from BoLSA, BoFEC and BoWCY have been providing support

in planning and delivering the activities of the Centre. The flyers of the YES Centre are placed at the BoLSA City Administration office and in the Youth Centre of BoWCY, where information on the services of the Centre have been provided to job seekers by the bureaus' staff.

Through partnerships with both line bureaus and universities, career guidance and counselling training and guidance are being/are planned to be provided in the YES Centre, at the universities and in the Youth Centres, to a wider audience far beyond the capacity of the YES Centre itself. For example, after having 4 experts participated in the project's Training of Trainers workshop, the University of Bahir Dar will soon start systematically providing career guidance based on the ILO manual to the 3,995 students in the graduating class across 6 faculties. The experts and trainees from the partner bureaus and universities of the project's Training of Trainers Workshop are taking turns in providing regular career guidance and counselling sessions at the YES Centre every Tuesday.

The project has also established cooperative working relations with some prominent employers in the private sector, such as the East African Bottling company (Coca Cola) SC and the Blue Nile Resort Hotel. MoU with the private companies are under discussion. Vacancies have already been shared by the private sector employers, and some of them were exclusively advertised through the YES Centre.

At federal level

ILO continued its collaborative working relationship with MoLSA and the social partners, who have been consulted and engaged in the project implementation and are also members of the YES Centre AVG. Although PES and youth employment are the mandate and priorities of MoLSA, the technical implementation is carried out at regional level, which may contribute to explaining the lower level of engagement of MoLSA when compared to BoLSA in the project. MoLSA is also member of the PSC of the SINCE Programme.

The employers' organizations at federal level recently underwent a structural change. A new employers' confederation has been established. The President of the Amhara Employers' Federation, who is actively involved in the project at both federal and regional levels and member of both AVG and TWG of the YES Centre, is also one of the Vice Presidents of the new confederation.

The project also continued the collaborative working relation between ILO and the Confederation of Ethiopian Trade Unions (CETU) and engaged CETU in consultation of project implementation. The quality of consultation is considered good by CETU. Representative of CETU is a member of both AVG and TWG of the YES Centre.

The partners and stakeholders at federal level assisted the project in better understanding the attitudes, practices and culture in the country, and in finding solutions feasible for the local context. This includes but not limited to the feedback received from the stakeholders during validation workshop of the Socio Economic Assessment and the Training of Trainers workshop, which also served to validate the translation and contextualization of the ILO manual.

The project communicates frequently with the donors and regularly updates them on the implementation of activities and planned initiatives. ILO has a long-standing collaborative working relation with the EU, including for the implementation of this project. The project can benefit from building a closer and more interactive working relation with the Embassy of Italy, being a new development cooperation partner of the ILO in Ethiopia. ILO can explore together with the Embassy how to further enhance synergy and collaboration for implementing the project.

4.4.3 Monitoring and evaluation

At the project level, the project uses the log frame, which clearly defines the project's outcomes, outputs, activities and has indicators and targets at both outcome and output level, for monitoring

and reporting the results of the project. The log frame also include baseline, sources and means of verification and assumptions.

The project also uses the monthly monitoring missions carried out mainly by the National Project Coordinator to update on the status of project implementation. Project budget utilization (delivery rate), expenditures and encumbrances are monitored systematically. Moreover, the project is subject to the monitoring activities of the donors.

In terms of reporting, on yearly basis, the project prepares a narrative interim report based on the log frame, in addition to the financial statement. The annual monitoring and reporting are usually carried out together with the ILO technical units. In addition, the project also prepares and submits to the donors a quarterly status update on project implementation, including a summary of major activities implemented during the corresponding period and upcoming activities, which is beyond the reporting obligations stipulated in the project document.

At activity level, evaluation questionnaire has been used and results incorporated in the reports of the workshops. The YES Centre uses the set of indicators established by the stakeholders and TWG to monitor its performance, in line with the quantitative indicators included in the project log frame.

The relevant monitoring and evaluation tools and practices appear to be functioning adequately for the project. Indicators and targets are established and monitored both at output and outcome levels. It has been noticed that the revised Activity A1.2.3 regarding developing M&E instrument, is missing from the project's work plan 2016-19, and should be inserted, as the activity is included in the revised project log frame. Additionally, for the YES Centre, considering its pilot nature, it is recommendable to define an M&E framework, which can also be used in future centres, should the model be replicated and rolled out in the region/country.

4.5 Impact orientation and sustainability

4.5.1 Impact/emerging outcome

Impact, according to OECD/DAC, is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. It is manifested in the changes brought by the intervention in the attitude, behaviour, process, etc. The project is still under implementation and its achievements are not yet able to be fully assessed at this stage. However, through reviewing the project documentation and interviewing project partners and stakeholders, it is reasonable to consider the below elements as emerging outcomes or as having the potential to become impactful.

The project has changed the way how career guidance and career counselling are provided to young job seekers in the YES Centre and in partner institutions in Bahir Dar. Prior to the introduction of the ILO manual, the provision of career guidance and career counselling was informal and ad hoc in the PES and in the universities. The manual, and the corresponding training, enabled systematic delivery of career counselling. It also increased the capacity and confidence of the counsellors in working with the youth on job searching issues. Moreover, the manual was translated and adapted to the local context, which made it more relevant and applicable. In light of this impact orientation, as well as the fact that the Training of Trainer workshop organized by the project on career guidance involved participants from other places in and beyond the Amhara region and that the translated and contextualized manual will eventually be made available nationally, it would be of the interest of the stakeholders to set up a common framework to monitor and evaluate the extent to which that the project has/will have impacted career counselling and career guidance provision in the country, not limited to the activities in Bahir Dar. The common framework should include a set of relevant and well-defined indicators to enable analysis of data collected from different regions/locations.

The project enabled electronic registration process at the OSS. This was done through modest investment in equipment and assistance from the project staff to the YES Centre staff in using Excel database. Prior to the project, registration at the OSS was done manually on paper. The new registration process is considered by the stakeholders as effective and impactful. It enabled efficient data sharing between the YES Centre and other governmental units such as the jobseeker registration service in the City Administration. It is likely to sustain as a standard practice in the OSS/YES Centre in the future. The project is currently working on developing a digital youth employment service portal, which will further modernize the provision of labour market information and other employment services to young job seekers.

The project has piloted how PES can potentially be provided through multi-stakeholder partnership and how different government bureaus can work together on youth employment benefiting from each other's added values. This can be impactful should the YES Centre achieve desired results. The project demonstrated the potential of providing youth employment service using existing structure and resources in the region. It raised awareness on the importance of working with the private sector and the employers' organization for youth employment.

Moreover, the project has contributed to raising awareness on how job matching and labour market information provision can be performed. It has the potential to change the attitude and behaviour of job seekers in job searching and of the employers in recruitment practices.

Table 5: How is YES Centre different from other PES in Ethiopia?

Criteria (selective)	PES*	YES Centre
Target users	General public	Specific – university/TVET graduates; youth
Governance	MoLSA/BoLSA	Multi-stakeholder partnership at both federal level (AVG) and regional level (TWG)
Human resources	MoLSA/BoLSA staff	BoTVET/YES Centre staff, supported by partner institution experts including line bureaus, social partners and universities
Capacity building (institutional)	N/A	Building capacity of partner institutions and their staff
Skills development (job seekers)	N/A	Developing job searching skills, CV and cover letter writing and interview skills of the youth
Labour market information, registration, job matching	Manual	(under development) Technology-enabled, digital
Career counselling	Ad hoc, informal, delivered by general BoLSA staff	Regular, systematic, delivered by trained counsellors
Partnership with private sector	N/A	Actively engaging the private sector companies, including through employers' organizations

* in general, based on ILO study "Public Employment Services Provision and Labour Market Information Collection and Utilization - Ethiopia"; characteristics may differ from region to region

4.5.2 Sustainability

The project design did not include a sustainability plan. As the project approaches its completion, it is important for the project to establish an exit strategy especially for the pilot YES Centre, in consultation with the stakeholders, to ensure sustainability of the processes, achievements and impact introduced by the project. The exit strategy should consider the following aspects:

Capacity and technology availability

The project strengthened the capacity of the ILO constituents and stakeholders in strategic planning for delivering employment services. Action plans have been developed as road maps for the way forward. The YES Centre staff are capacitated to carry out the core functions and processes, including registration, job matching, awareness raising and marketing. When the digital youth employment service portal is developed, the project should assess the technical capacity of the YES Centre staff and other stakeholders and delivery training and briefing to them as needed for navigating and managing the portal.

The project has planned to assess and address the issue of electricity and Internet connection in the YES Centre, which will contribute to the accessibility and efficient communication and provision of services. Considering the instrumental role of electricity and Internet as means to enable accessible labour market information to the youth, including through the digital portal to be developed by the project, it is recommended that the project explore, together with the line bureaus and donors, feasible and sustainable ways for electricity and Internet provision in the YES Centre. The eventual solution should identify the institution/s responsible for providing the running costs, to ensure continuity of electricity and Internet provision upon project completion.

The career counsellors are equipped with the general tool and capacitated for delivering career guidance and counselling. Review of implementation gaps of the manual and refresher training can be useful. It is also important to build capacity of more counsellors and trainers to expand and scale up the service.

Governance

The project has successfully built a governance structure for the YES Centre that involves relevant ministries/bureaus and social partners at federal and regional level, for them to jointly consult and decide on the strategies, priorities and implementation of the YES Centre.

An important issue for the stakeholders to discuss and make a collective decision is which Bureau will be the focal point for the YES Centre and take over the coordinator role when the current project completes. During the interviews, the majority of the stakeholders recommend BoLSA to be the focal point, as PES is its mandate. This recommendation is also in line with the YES Centre's current governing structure, as BoLSA is the chair of the TWG. This issue however should be formally discussed and decided by all stakeholders potentially at the AVG of the YES Centre, including the practical aspects for coordination with consideration of the available resources and structures of the Bureau(s). ILO can facilitate the discussion.

Assessment of effectiveness and cost effectiveness

ILO and the stakeholders should review and assess the effectiveness of the YES Centre operation model and its service delivery. The assessment should also include a cost-effectiveness analysis, and compare the YES Centre with other PES if possible. To facilitate the assessment, it would be useful for the project to start working on documenting the services, process, resources, governance structures and other key elements of the YES Centre model, potentially in the format of an operation manual, which will provide the basis for reviewing the YES Centre itself and serve as a reference document for rolling out the model elsewhere. The project can also take advantage of the visit of the ILO Employment specialist to review and consolidate the design, performance and challenges of the YES Centre model together with the stakeholders.

The achievements of the YES Centre also provide the ground for assessing the effectiveness of the model. However, as discussed in previous sections, the delays occurred in the initial phase of the project may not allow sufficient time for processes and initiatives to mature and reach desired effect and thus affect the YES Centre's delivery of results. The project therefore may consider exploring with

the donors the possibility of an extension for potentially 6 months, if there are sufficient funds to support the extension.

Rollout – next phase

The impact and sustainability of a pilot initiative is related to its potential and feasibility for rolling out. Should the YES Centre model deem effective and feasible for replication, the project can facilitate the stakeholders to jointly decide on where to roll out future YES Centres. Potential choices proposed by the stakeholders during the interviews include BoLSA centres (yet to establish) and office in City Administration, OSS of BoTVET, Youth Centres of BoWCY, and offices of AEF and CETU. ILO can facilitate the stakeholders to explore possibilities at different levels – regional, city administration level, sub-city level, and mechanisms for connecting and coordinating among them.

The stakeholders interviewed are committed to the work of the YES Centre and interested in replicating and rolling out the model. The project should explore with the stakeholders the financial and human resources available for rolling out the YES Centre model.

4.6 ILO crosscutting policy drivers (summary)

While the discussion of the ILO crosscutting policy drivers have been integrated in the above sections, below is a summary of the findings:

4.6.1 Gender equality and non-discrimination

The project document specifies that 50% of the total beneficiaries will be women. The project continuously monitors and reports on disaggregated results of indicators by gender. The Bureau of Women, Children and Youth (BoWCY) is partner of the project and member of the AVG and TWG of the YES Centre. The services however do not sufficiently assess and address the specific needs of women. The participation of women in capacity building workshops organized by the project has been low (20% in the strategic planning workshop and 17% in the career guidance and counselling workshop). The monitoring tool of the YES Centre also documents information related to disability of the job seekers. However, so far no disabled job seeker has been registered at the YES Centre.

4.6.2 Social Dialogue

The project has established a multi-stakeholder tripartite platform that enables dialogue and collaboration among the constituents, including Government, Employers' and Workers' organizations at both federal and regional level, for implementing and monitoring the project activities. Social partners and constituents are involved in both service delivery (such as promoting vacancy registration and job matching) and governance of the YES Centre.

4.6.3 International Labour Standards

The Government of Ethiopia ratified Employment Service Convention, 1948 (No. 88). The project strengthens the constituents' and stakeholders' capacity in delivering PES, and namely through the YES Centre, promotes decent work and equality of employment opportunities for all youth and seeks to strengthen and expand the existing employment facilitation services of the Government. The project can further consolidate its work at the YES Centre to monitor whether the vacancies and job placements are decent and respect relevant labour standards. It can also further involve CETU to deliver information session to young job seekers on the rights and obligations of workers.

V. Conclusions

Overall The project is relevant and strategic to the priorities and needs of the country. It has potential to introduce positive impact, especially in the area of youth employment services and school to work transition. This however requires continued commitment, capacity and resources to sustain and upscale the project's achievements.

Relevance and validity of design The project is relevant to the priorities and policies of the Government, the donor including the SINCE Programme, and to the international and regional development agendas and strategies, including those of the ILO. The project addresses the needs of the beneficiaries for accessible PES, such as labour market information, job matching and career counselling, and builds their skills for job searching. However, the project did not sufficiently assess and address the specific needs of women. Tripartite constituents are well engaged and consulted in the project implementation. More consultation and involvement of the constituents should have taken place during the design stage and the inception phase of the project. The project design and implementation approach are in general valid and realistic. Considering the institutional setup and the availability of commitment, structures and resources, it is deemed logical and pragmatic to establish the YES Centre in the regions. Removing ILO from the overall M&E for SINCE Programme can be a loss of opportunity for the Programme to benefit from the ILO's expertise and for the project to achieve its desired outcome. The log frame design is clear and coherent, but lacks process and quality related indicators. The targets are realistic for the planned implementation period.

Effectiveness The project has demonstrated good achievements toward reaching its anticipated results. However, due to time loss caused by initial delays in CTA recruitment, completion of socio economic assessment and signing of the MoU with MoLSA, a few specific targets may not be fully achieved during the current project period, namely those related to the number of job and apprenticeship placements. The project aims to have 50% of women in the total beneficiaries. However, women's participation in the capacity building workshops organized by the project has been much lower than that of men.

Efficiency The project is efficient overall and using resources effectively and economically to achieve results, with exception of the time loss caused by the delays occurred in the initial phase. The budget utilization (delivery rate) is low, but is growing faster since 2018.

Management arrangement and partnership The management arrangement, including the project governance structure, the technical backstop by the ILO specialists, leadership and administrative support from the ILO Country Office and the functioning of the project team, is adequate and effective in supporting the project. The partnership established by the project among line ministries/bureaus of the Government, social partners, universities and the private sector is effective and cooperative. The project M&E is functional.

Impact orientation and sustainability The project has introduced positive changes in the attitude, behaviour and process in the area of planning, governing and delivering employment services. It has potential to achieve constructive impact, should the current trend of progress continue and sufficient/additional time be provided. The sustainability of the project's results will depend on the stakeholders' commitment, capacity and available resources, and whether the partners can, with ILO's assistance, strategically assess and plan for the handover and the way forward.

VI. Lessons Learned and Emerging Good Practices

6.1 Lessons learned

Lesson Learned No1: Project design needs to take into consideration the local institutions and culture.

An important lesson learned of the project is the need to assess the local context and take it into consideration when the project is designed. This includes analyzing the Government structure and responsibilities of different local institutions/actors at different levels, as well as the culture and common practices in the local society. A contextualized design can make the activities more relevant and targeted.

Lesson Learned No2: Partnership with the private sector is key to employment services provision in Ethiopia.

Partnership with the private sector is key to the success of the employment services, namely for provision of labour market information and job matching, in the context of Ethiopia.

6.2 Emerging good practice

Emerging Good Practice No 1: Providing youth employment services through multi-stakeholder partnership

The project aims to enhance school to work transition for university and TVET women and men graduates. This is being achieved through piloting a Youth Employability Service (YES) Centre, which is governed by a partnership involving all relevant line ministries and bureaus with mandate on youth employment and social partners at both federal and regional levels. The effectiveness and impact of the multi-stakeholder partnership should be further assessed at a later stage.

Details of the emerging lessons learned and good practice are annexed to the report, using ILO EVAL templates.

VII. Recommendations

The recommendations are organized in the 3 areas: current project implementation; sustainability; and, capacity building training and services.

Current project implementation:

Recommendation 1: Closely monitor the results of outreach to the private sector, including through efforts made in partnership with the Amhara Employers' Federation

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, TWG, ILO	High	Short term/Continuously	Within existing resources

Recommendation 2: Monitor the quality of services delivered by the YES Centre, including user satisfaction and Decent Work requirements in vacancies/job placements

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre, ILO, MoLSA/BoLSA	Medium	Medium term	Within existing resources

Recommendation 3: Relevant internal actors should consult and prepare an estimate time allocation for frequently used procurement methods

Relevant stakeholders	Priority	Time implication	Resource implication
ILO Country Office, Regional Office, HQ, project team	Medium	Short term, as soon as possible	Within existing resources

Recommendation 4: Assess the scope of career guidance and counselling services and decide whether to include the related activities and indicators under Output 2.2, instead of Output 2.1

Relevant stakeholders	Priority	Time implication	Resource implication
ILO	Medium	Medium term	Within existing resources

Recommendation 5: Explore the possibility of time extension with the donor to allow sufficient time to achieve the targets

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, EU, Embassy of Italy	High	Short term, as soon as possible	Within existing resources

Sustainability:

Recommendation 6: Discuss and decide on the post-project focal point and governance arrangement of the YES Centre, before the project completes

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, ILO	High	Short term, as soon as possible	Within existing resources

Recommendation 7: Explore feasible, sustainable provision of electricity and Internet in the YES Centre

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, BoTVET, donors	High	Short term, as soon as possible	Limited

Recommendation 8: Develop a manual documenting planning, services, processes, governance and management arrangement of the YES Centre, including a monitoring and evaluation framework, to provide reference for assessing its effectiveness and for potentially replicating the model in the future

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre, ILO	Medium	Medium/long term	Within existing resources

Recommendation 9: Assess effectiveness of the YES Centre, including cost-effectiveness and comparative analysis with other PES, and replicability of the YES Centre model

Relevant stakeholders	Priority	Time implication	Resource implication
YES Centre AVG, ILO	Medium	Medium term	Within existing resources

Recommendation 10: Prepare an exit strategy focusing on the sustainability of the YES Centre, which includes description of the YES Centre model, technical and human capacities needed, post-project governance mechanism, summary of cost-effectiveness analysis, stakeholder commitment including commitment of resources, issues concerning rollout, risk analysis and way forward

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, stakeholders, donors	Medium	Medium term	Within existing resources

Capacity building training and services:

Recommendation 11: Make efforts to ensure women's participation in future workshops and other capacity building activities

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, all stakeholders	High	Short term	Within existing resources

Recommendation 12: Organize career guidance and career counselling sessions on specific topics based on the needs of different job seeker groups

Relevant stakeholders	Priority	Time implication	Resource implication
Universities, TVETs, BoWCY, YES Centre	Medium	Long term, if possible to start during project period	Limited

Recommendation 13: Develop a common framework to monitor and evaluate results and impact of career guidance and career counselling services enabled by the project in different regions/locations

Relevant stakeholders	Priority	Time implication	Resource implication
ILO, MoLSA/BoLSA, BoWCY, Universities, TVETs	Medium	Long term, if possible to start during project period	Within existing resources

Recommendation 14: Integrate the focus on core employment skills of university and TVET graduate job seekers in YES Centre's current and pipeline activities, including providing information on required employment skills in vacancy registration, identifying skills needed by employers during job assessment, promoting on-the-job training through internship/apprenticeship and promoting/facilitating soft skills training through partner training institutions

Relevant stakeholders	Priority	Time implication	Resource implication
Universities, TVETs, BoWCY, ILO, YES Centre	Medium	Short term	Depending on the scale of training provision

VIII. Reference

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IX. Annexes

Annex I.	Terms of Reference for Mid-Term Evaluation
Annex II.	Inception Report for Mid-Term Evaluation
Annex III.	Data selection matrix
Annex IV.	List of interviews and focus group discussions
Annex V.	Project log frame including progress in target achievement
Annex VI.	Project work plan including level of completion of key activities
Annex VII.	Lessons learned and emerging good practices using ILO-EVAL template



Terms of Reference for Mid-Term Evaluation

Project Title	Addressing the Root Causes of Migration in Ethiopia
Project Code	ETH/16/01/EUR
Implementer	ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan
Partners	<p>Ministry of Labour and Social Affairs (MoLSA), Ministry of Foreign Affairs, Ministry of Education, Technical Vocational Education and Training (TVET) agency, Ministry of Women and Children, Ministry of Youth and Sports involved in the implementation of the project as direct recipients and stakeholders.</p> <p>ILO has been working closely with UNIDO in the implementation of the inception phase of the project.</p>
Backstopping units	ILO DWT Cairo and MIGRANT
Donor	European Union
Budget	Euro 1,516,837
Duration	01 August 2016 to 30 November 2019
Type of Evaluation	Internal
Timing of evaluation	Midterm

I. Background of the Project

Ethiopia has a large population, 96.96 million people, which is the 2nd largest in Africa and over the past years, Ethiopia has sustained double-digit growth with significant improvements in human development indicators. However, despite the economic progress achieved in the last decades, it has not been accompanied by sufficient job creation, particularly for young people. Therefore, Youth employment presents a particular challenge to Ethiopia, with 71% of the population being under the age of 30, the country stands to benefit from a potential demographic dividend. The number of unemployed educated youth has increased over the past years, contrary to common perception that higher levels of education would be inevitably correlated with employment and increasing positive labour market outcomes for the current young generation, which has better access to education than ever before. In addition, many young people rarely have a decent job. Very often they have, no or limited social protection, no voice at work, poor working conditions and are working poor. The situation is even more so difficult for women, who cannot find job opportunities. With approximately three million young Ethiopians entering the labour force every year, ensuring productive employment opportunities for them poses a challenge in both rural and urban areas. Climate variables, including extreme drought conditions, further compromise the livelihoods of people, making employment in the rural areas even harsher. As a result, growing numbers of Ethiopians look for job opportunities in the capital province or other urban areas, often in the informal economy, which becomes a stepping stone for further migration outside of the country. Although the exact number of Ethiopians who have migrated abroad is not known, due to irregular migration channels and the absence of centralized registrar system, there is evidence that large numbers of Ethiopians migrate to the GCC states, Europe and South Africa seeking employment both regularly and irregularly. Since the banning of regular migration to the Middle East in 2013, the number of migrants using irregular means to cross borders seems to have increased. For instance in January 2016 only, the number of migrants reaching Yemen was around 10,000, of which 75% were Ethiopians.¹ Overall, in 2015, around 97,000 migrants reached Yemen and 85% of them were Ethiopians. Young people make up the larger proportion of these migrants.

The Government of Ethiopia (GoE) and international organizations including the ILO have expressed their concern about the increasing incidence of irregular migration, which is often associated with violence and inhuman treatment. They have underscored the importance of addressing the root causes of migration in general and irregular migration in particular. In this regard, among other things lack of decent livelihood and employment opportunities is identified as one of the main driving forces for migration in Ethiopia both by the government and stakeholders alike. Several studies and research conducted by different organizations including the ILO also ascertain the same fact.

With annual population growth of 2.6%, Ethiopia population will continue to grow, hence there is a need to address labour market issues as an urgent matter. The Government of Ethiopia and its partners have been taking various initiatives to promote decent livelihood and job opportunities for youth, thereby addressing the root causes of migration.

In order to address some of the challenges mentioned above, the ILO in collaboration with the tripartite partners and with financial support European Union developed a programme titled “Stemming Irregular Migration In Northern & Central Ethiopia – SINCE” with the overall objective to contribute to reducing irregular migration from Northern and Central Ethiopia by improving the living conditions of the most vulnerable population, including potential migrants and returnees with specific focus on youth and women. The specific objective is to create

greater economic and employment opportunities: by establishing inclusive economic programmes that create employment opportunities, especially for young people and women with a focus on rural towns and urban areas, particularly Addis Ababa, in the most migration-prone regions (Amhara, Tigray, Oromia, SNNPR) of Ethiopia, including vocational training, creation of micro and small enterprises and start-up of small livelihood activities. It will also provide support for returnees after their return to their places of origin. SINCE is based on the first objective within the EU Trust Fund, namely to create greater economic and employment opportunities, especially for young people and women, with a focus on vocational trainings and the creation of micro and small enterprises. This project ‘Addressing the Root Causes of Migration in Ethiopia’ is part of the broader programme – SINCE and the aim is to provide technical assistance to the SINCE project in the area of employment creation. The project has two components/outcomes. The first component is providing technical assistance for the overall SINCE project throughout the life span of the project as well as undertake comprehensive socio-economic assessment of the five targeted migration prone regions of the SINCE project. The second outcome is focusing on enhancing smooth school to work transition for university and TVET women and men graduates. The project has set up a pilot Youth Employability Services (YES) centre in Bahir Dar city of the Amhara region, a first for Ethiopia. The region was chosen for the pilot as it has a high level of youth unemployment rate at 22.8% (2013 LFS) and also high numbers of youth migration with largely undocumented numbers.

II. Link to the Decent Work Country Programme, National Development Framework and Sustainable Development Goals

It was assumed that the project will make a substantive contribution to Decent Work Country Programme for Ethiopia, ETH 127 - Enhanced capacity of constituents to implement policies and programmes on industry, infrastructure and skill development to achieve decent employment and inclusive labour market institutions. It contributes to P& B - Outcome 1 – more and better jobs for inclusive growth and improved youth employment and Outcome 09 - More migrant workers are protected and more migrant workers have access to productive employment and decent work.

This project will contribute to a number of objectives within Ethiopia’s Growth and Transformation Plan II (GTP II) 2016-2020 namely - pillar 1: Maintaining rapid, sustainable and equitable economic growth and development; pillar 6: Accelerating and ensuring sustainability of Human Development and Technological Capability. It also contributes to pillar 8: Promote women and youth empowerment, participation and equity this project contributes to Gender and Children’s Affairs and Labour Affairs. In addition, it is aligned to the country’s UNDAF - Pillar 1 of the UNDAF, Inclusive growth and structural transformation. It directly contributes to Outcome 1: Ethiopia has achieved robust and inclusive growth in agricultural production and productivity and increased commercialization of the agricultural sector; and Outcome 2: private sector driven industrial and service sector growth is inclusive, sustainable, and competitive and job rich. In addition, the action will also contribute to pillar 4 of UNDAF, Governance, Participation and Capacity Development. However, there is no linkage between the project and the achievement of the Sustainable Development Goals (SDGs) and how it can contribute to the implementation of the SDGs. Therefore, the evaluation will have to establish this linkage.

Project Management Arrangement

The project is managed by a Chief Technical Advisor (CTA) based in Addis Ababa and reports to the director of the ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan. The project also has national project coordinator (NPC) and a finance and administrative assistant working closely with the CTA in achieving the project goals.

The project is technically backstopped by ILO DWT Cairo and MIGRANT, HQ for the technical quality of project implementation and for the effective delivery of planned activities, outputs and objectives along with technical support from relevant specialists from the ILO's Regional Office and Decent Work Support Team in Cairo and technical units namely MIGRANT, CEPOL and SKILLS at ILO HQ.

To ensure national ownership, the ILO project as part of the SINCE project has a Project Steering Committee (PSC), Technical Working Group (TWG) and Technical Task Force (TTF) representing various stakeholders established for the implementation of the SINCE project to facilitate smooth and timely implementation of the project. The Project Steering Committee is the official governing body of the SINCE programme to ensure the overall supervision of the initiative and provides advisory support for the timely implementation, monitoring and evaluation of the programme among others. It is composed of European Commission, representatives of the Government of Ethiopia, ILO, UNIDO and IDC (The Embassy of Italy sided by the Italian Agency for Development and Cooperation, AICS). The representatives of the Ethiopian government are: Ministry of Labour and Social Affairs (MoLSA); Ministry of Education (MoE), Department of Technical and Vocational Training (TVET); Ministry of Youth and Sport (MoYS); Ministry of Industry (MoI); Ministry of Women's and Children's Affairs (MoWA); Ministry of Agriculture and Natural Resources (MoANR); Ministry of Urban Development & Housing (MUDHo) – Federal Micro and Small Enterprises Development Agency

The objectives of the PSC:

- To guide and provide advisory support for the timely implementation, monitoring and evaluation of the programme;
- To oversee that all interventions under SINCE programme are in line with the Project Support Document and that the Implementing Partners are appropriately tasked to deliver the expected results;
- To identify bottlenecks and issues that warrant a policy response;
- To serve as representatives of the stakeholders bodies and organizations and report back to them on an ongoing basis regarding the programme implementation, monitoring and evaluation of the programme.

A Technical Task Force (TTF) composed of UNIDO and ILO experts is providing technical assistance and monitoring and evaluation of project outcomes and outputs. The role of this Task Force was limited to the delivery of Outcome 1 of the project, which included the joint delivery of the Social Economic Assessment by UNIDO and ILO. Post this, the TTF has been disbanded.

The Technical Working Group (TWG) is composed of technical representatives from EU, Embassy of Italy in Addis Abeba/ UNIDO and ILO. The TWG is primarily responsible for following up on TTF activities, providing technical guidance on the implementation of activities and enhancing coordination and cross learning among organizations engaged in the implementation of the project. The TWG meetings are held once a quarter.

III. Purpose of the Evaluation

The main purpose of the (internal) mid-term evaluation is to assess the projects progress towards its outcomes. The Evaluation is also intended to identify challenges, opportunities and lessons learned and make recommendations that the donor, ILO, the project team and partners will use to improve implementation of the project and to design the next phase of the project.

IV. Scope of the Evaluation

The evaluation is expected to cover the project period from start until the start date of the mid-term evaluation and all the project components implemented.

V. Clients

The primary clients of the evaluation are the donors (Italian Embassy and EUTF), ILO, Ministry of Labour and Social Affairs (MoLSA); ; Ministry of Youth and Sport (MoYS); Ministry of Finance and Economic Cooperation (MoFEC), Confederation of Ethiopian Trade Union (CETU), Ethiopian Employers Federation (CETU) and Regional partners –BOLSA, BTVED, BYSA, BOFEC, AEF and CETU (Amahra). The evaluation process will be participatory. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt.

VI. Evaluation criteria and questions

The evaluation will cover the following evaluation criteria

- i) relevance and strategic fit,
- ii) validity of design,
- iii) project progress and effectiveness,
- iv) efficiency,
- v) impact orientation and sustainability as defined in ILO policy guidelines for results-based evaluation⁷.

Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the *Glossary of key terms in*

⁷ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012

evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project.

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance and strategic fit,
 - Is the project relevant to the achievements of the government's strategy, policy and plan, the DWCP of Ethiopia as well as other relevant regional and global commitments such as relevant SDG targets and indicators and ILOs strategic Objectives?
 - Is the project relevant to the felt needs of the beneficiaries?
 - How well the project complements and fits with other ongoing programmes and projects in the country.
 - What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
2. Validity of design
 - Does the project have a clear theory of Change or a Logic model that outlines the causality?
 - Dis the design take into account monitoring needs that might help in showing the project's contributions to relevant SDGs targets and indicators?
 - Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets?
 - Did the project design include an integrated and appropriate strategy for sustainability?
 - Was the implementation approach valid and realistic? Has the project adequately taken into account the risks of blockage?
 - Has the project addressed gender and disability inclusion related issues in the project document?
3. Project effectiveness
 - Based on project monitoring data and achievement of indicator targets, to what extent has each of the expected objectives and their related outputs have been achieved according to the work plan or are likely to be achieved?
 - Has the project successfully built or strengthened an enabling environment (systems, policies, people's attitudes, etc.) that supported achievements of desired outcomes and objectives?
 - What have been the main contributing and challenging factors towards project's success in attaining its targets?
 - Did the project effectively use opportunities to promote gender equality and disability inclusion within the project's result areas?
 - What, if any, unintended results of the project have been identified or perceived?

4. Efficiency of resource use

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- To what extent are the project's activities/operations in line with the schedule of activities as defined by the project team and original (and subsequent) work plans?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why?

5. Effectiveness of management arrangements

- Are the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may be required?
- Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- How effectively has the project management and relevant stakeholders monitored project performance and results?
- Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics, such as people with disabilities and other disadvantaged groups the project might have identified)?
- Has the project created good relationship and cooperation with relevant national, regional and local level government authorities and other relevant stakeholders to implement the project?
- Has the project created good relationship with all stakeholders including the donor to achieve project results and address bottle necks?
- Is the project receiving adequate administrative, technical and - if needed - policy support from the ILO office and specialists in the field (Addis, DWT Cairo and Abidjan (ROAF) and the responsible technical units (MIGRANT, SKILLS) in headquarters?

6. Lessons learned

- What good practices can be learned from the project that can be applied in the second part of project's implementation or in the next phase of this or similar future projects?
- What should have been different, and should be avoided in the next phase of the project? What kind of corrective actions should be taken while the project continues its implementation?

VII. Methodology

The evaluation will be carried out through a desk review and field visit to the project sites in Ethiopia and consultations with donor, implementing partners, beneficiaries and other key stakeholders. Consultations with relevant units and officials in Geneva, Cairo, and Addis Ababa will be done and the method for doing so will be decided by the evaluator. The evaluator will review inputs by all ILO and non ILO stakeholders involved in the project, from project staff, constituents and a range of partners from the private and civil sectors.

The draft evaluation report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (not more than 8 working days). The evaluator will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, field visits, informed judgment, and scoring, ranking or rating techniques, as applicable.

Desk review

A desk review will analyze project and other documentation including the approved logframe, implementation plan, annual reports and other relevant documents. The desk review will suggest a number of initial findings that in turn may point to additional or fine-tuned evaluation questions. This will guide the final evaluation instrument which should be finalized in consultation with the evaluation manager. The evaluation team will review the documents before conducting any interview.

Interviews with ILO Staff

A first meeting will be held with the ILO CO Director for Djibouti, Ethiopia, Somalia South Sudan and Sudan and with the Project Team. The evaluator will undertake group and/or individual discussions with project staff in Addis Ababa. The evaluator will also interview project staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project. An indicative list of persons to be interviewed will be prepared by the CTA in consultation with the Evaluation Manager. Based on the initial desk review and project briefing interviews, the evaluator will draft an inception report, outlining the understanding of the project, evaluation framework and questions, interview schedule/checklist by broad stakeholder categories, list of potential stakeholders to be interviewed during the data collection phase and a timeline. Field visits and further interviews will be held after the approval of the inception report by the Evaluation Manager.

Interviews with Key Stakeholders in Addis Ababa and the project sites

The evaluator will meet relevant stakeholders including members of SINCE Project Steering Committee (PSC), TWG and TTF, YES TWG and AVG, project beneficiaries and regional and local level government officials and experts to examine the delivery of outcomes and outputs at local level. List of beneficiaries will be provided by the project for selection of appropriate sample respondents by the evaluators. The evaluator will select the field visit locations, based on criteria defined by her/him. The criteria and locations of data collection should be reflected in the inception report mentioned above.

At the end of the data collection the evaluator will make a debriefing to the ILO Director of CO Addis and the project team.

VIII. Deliverables

1. Inception report (with detailed work plan and data collection instruments)
2. A concise draft Evaluation Report (maximum 40 pages) as per the following proposed structure:
 - Cover page with key project and evaluation data (using ILO EVAL template)
 - Executive Summary
 - Acronyms

- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
 - TOR
 - Project PMP and Data Table on Project Progress in achieving its targets
 - Project Work plan: Level of completion of key activities
 - List of Meetings and Interviews
 - Any other relevant documents
 - Lessons learned and good practices (using ILO-EVAL template)

3. Evaluation Summary using the ILO template.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows.

The first draft of the report will be circulated to the evaluation manager, who will do the first review focusing on adherence of the report to the scope identified in the ToR and in the inception report. The issues, if the evaluator will address any, identified at this stage, following which the draft of the report will be sent to all partners for a 8 working days review. Comments from stakeholders will be consolidated by the Evaluation Manager and incorporated into the final reports as appropriate. The evaluator will provide a response to the evaluation managers, in the form of a comment matrix, including explanations as to how comments were addressed or why any comments might not have been incorporated.

While the substantive content of the findings, conclusions, and recommendations of the report shall be determined by the Evaluator, the report is subject to final approval by ILO Evaluation Office in terms of whether or not the report meets the conditions of the TOR. All reports, including drafts, will be written in English.

The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines must be followed.

IX. Management arrangements, work plan & time frame

Composition of the evaluation team

An ILO Staff trained to conduct evaluations will carry out the evaluation

Evaluation Manager

The evaluator will report to the evaluation manager, Ms Chinyere Emeka-Anuna and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in Addis.

Work plan & Time Frame

The total duration of the evaluation process is estimated to 30 working days

Phase	Tasks	Responsible Person	No. of days	Timing
I	➤ Preparation of TOR and consultation with stakeholders and ILO	Evaluation manager		24 Sept – 31st October 2018
II	➤ Identification of evaluator ➤ Preparation of budgets and logistics for field mission	Evaluation manager		1 – 12 th Nov 2018
III	➤ Telephone briefing with evaluation manager ➤ Desk review of project related documents ➤ Evaluation instrument designed based on desk review ➤ Writing of Inception Report ➤ Submit the Report to Evaluation Manager	Evaluator		13 th to 27 th Nov 2018
IV	➤ Consultations with Project staff/management in Ethiopia ➤ Consultations with ROAF, ILO Addis, DWT Cairo and HQ Units ➤ Consultations with participating government officials ➤ Consultations with other stakeholders ➤ Debriefing and presentation of preliminary findings to the project team, government partners and other stakeholders	Evaluator with logistical support by the Project		29 th Nov – 15 th Dec 2018
V	➤ Draft evaluation report based on desk review and consultations from field visits	Evaluator		16 Dec 2018 – 7 th January 2019
VI	➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant leader	Evaluation manager		Circulated by 10 th January 2019 Deadline for comments 17 th January 2019
VII	➤ Incorporate comments and inputs including explanations if comments were not included	Evaluator		23 rd January 2019
VIII	➤ Presentation of Findings / validation workshop (Donors and other relevant Stakeholders)	Evaluator		
IX	➤ Finalise reports based on the outcome of the presentation meeting	Evaluator		End of January 2018
X	➤ Approval of report by EVAL	EVAL		End of January 2018

XI	➤ Official submission to the PARDEV	Evaluation manager		
	Total number of days		30	

For this internal evaluation, the final report and submission procedure will follow the EVAL Guidance Note 6

Useful Links:

Checklist for Preparing the evaluation report

Guidance Note on *Integrating gender equality in monitoring and evaluation of projects*, and **UNEG** documents

Guidance Note on Evaluation lessons learned and emerging good practices

SDG related reference material at: <http://www.ilo.ch/eval/eval-and-sdgs/lang--en/index.htm>



Inception Report for Mid-Term Evaluation

Project Title	Addressing the Root Causes of Migration in Ethiopia
Project Code	ETH/16/01/EUR
Implementer	ILO CO for Djibouti, Ethiopia, Somalia, South Sudan and Sudan
Partners	Ministry of Labour and Social Affairs (MoLSA), Ministry of Foreign Affairs, Ministry of Education, Technical Vocational Education and Training (TVET) agency, Ministry of Women and Children, Ministry of Youth and Sports involved in the implementation of the project as direct recipients and stakeholders. ILO has been working closely with UNIDO in the implementation of the inception phase of the project.
Backstopping units	ILO DWT Cairo and MIGRANT
Donor	European Union
Budget	Euro 1,516,837
Duration	01 August 2016 to 30 November 2019
Type of Evaluation	Internal
Timing of evaluation	Midterm

LIST OF ACRONYMS

AEF	Amhara Employers Federation
AU	African Union
AYF	Amhara Youth Federation
MoFEC	Bureau of Finance and Economic Cooperation
BoLSA	Bureau of Labour and Social Affairs
BoTVET	Bureau of Technical and Vocational Education and Training
BoYSA	Bureau of Youth and Sport Affairs
CETU	Confederation of Ethiopian Trade Union
CTA	Chief Technical Adviser
EEF	Ethiopian Employers Federation
EU	European Union
ILO	International Labour organization
MoFEC	Ministry of Finance and Economic Cooperation
MoLSA	Ministry of Labour and Social Affairs
MSEDA	Micro and Small Enterprise Development Agency (MSEDA)
NPC	National project coordinator
PES	Public Employment Service
PSC	Project Steering Committee
SEA	Socio-Economic Assessment
SINCE	Stemming Irregular Migration in Northern and Central Ethiopia
SNNP	Southern Nations, Nationalities and Peoples
SNNPR	Southern Nations, Nationalities and Peoples Region
ToR	Terms of Reference
TTF	Technical Task Force
TVET	Ministry of Education, Technical Vocational Education and Training
TWG	Technical Working Group
UNIDO	United Nations Industrial Development Organization

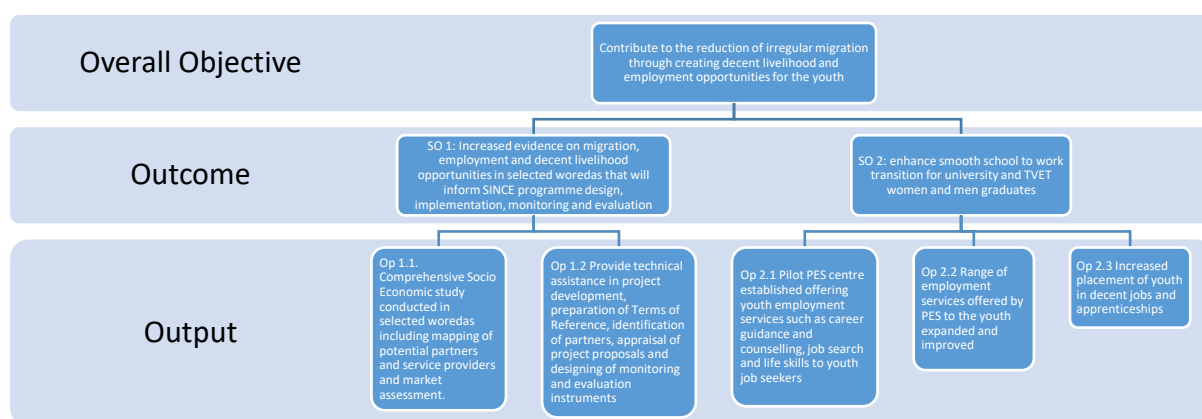
I. Background of the Project

The “Stemming Irregular Migration in Northern & Central Ethiopia” (SINCE) programme, is implemented by the Italian Development Cooperation with the aim of improving the living conditions of the most vulnerable population, including potential migrants and returnees, in view of contributing to the reduction of irregular migration from Northern and Central Ethiopia. The target beneficiaries are young people and women with a focus on rural towns and urban areas, particularly Addis Ababa city administration and Amhara, Tigray, Oromia, Southern Nations, Nationalities, and People’s Region (SNNP). SINCE is based on the first objective within the EU Trust Fund, namely to create greater economic and employment opportunities, especially for young people and women, with a focus on vocational trainings and the creation of micro and small enterprises.

Under the frame of the SINCE programme, the ILO is implementing the project “Addressing root causes of migration” that aims at providing technical assistance in the area of employment creation. The overall objective of the project is to contribute to the reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.

The project has two specific objectives at outcome level, each corresponding to a main component of the project. The first specific objective is increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE programme design, implementation, monitoring and evaluation. The project aims to achieve this outcome through providing technical assistance for the overall SINCE project throughout the life span of the project as well as undertake comprehensive socio-economic assessment of the five targeted migration prone regions of the SINCE project. The second is to enhance smooth school to work transition for university and TVET women and men graduates, for which the project has set up a pilot Youth Employability Services (YES) centre in Bahir Dar city of the Amhara region, a first for Ethiopia. The region was chosen for the pilot as it has a high level of youth unemployment rate at 22.8% (2013 LFS) and also high numbers of youth migration with largely undocumented numbers.

The log frame and planned activities of the project have been amended during the implementation period. Related to the first component of the project, as communicated by the Embassy of Italy, the ILO is no longer expected to be involved in the monitoring and evaluation of the result areas of the entire SINCE programme, despite this activity being explicitly mentioned in the initial project log frame; related to the second component, through extensive consultation with stakeholders, it has been decided to create the pilot youth employment service centre at regional level, instead of federal level as originally envisaged. The revised project results framework is reflected in the chart below.



II. Scope of the Evaluation

The evaluation will cover the period from August 2016 until November 2018 and review all the project components implemented during this period.

III. Clients

The primary clients of the evaluation are ILO, Ministry of Labour and Social Affairs (MoLSA); Ministry of Finance and Economic Cooperation (MoFEC), Confederation of Ethiopian Trade Union (CETU) and Regional partners –BOLSA, BTVED, BYSA, BOFEC, AEF and CETU (Amahra); and the donors (Italian Embassy and EUTF). The evaluation process will be participatory. The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learned.

IV. Purpose of the Evaluation

As stated in the ToR, the main purpose of the (internal) mid-term evaluation is to assess the project's progress towards its outcomes. The evaluation is also intended to identify challenges, opportunities and lessons learned and make recommendations that the project team and partners, the ILO and the donor, can use to improve implementation of the project and to design the next phase of the project.

The evaluation will also aim to facilitate identifying factors that can contribute to the sustainability of project achievements. The evaluation will take on a learning approach through consultative process that can lead to project improvement and knowledge sharing with stakeholder communities.

Additionally, as an EU led Result-Oriented Monitoring review, its scope including the implementation of the current project, will be carried out during the same period of the mid-term project evaluation, the evaluator will make efforts in soliciting the ToR of the review and expressing availability for sharing the evaluation plan with the EU team in order to avoid duplication in efforts and evaluation fatigue of the stakeholders.

V. Evaluation framework and questions

In light of the above, the evaluation will look into the following criteria:

1. relevance and validity of design
2. effectiveness
3. efficiency
4. management arrangements and partnerships
5. impact orientation and sustainability

The evaluation will identify and capture the results achieved under the indicators in the logical framework of the project, in line with the results-based approach applied by the ILO.

The evaluation will also address the aspects of social dialogue and gender equality in the project. Assessment based on the key evaluation questions below will integrate the perspective of gender equality and diversity. Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC).

The evaluation will contribute to identifying and harvesting lessons learned and good practices from the project design and implementation, and formulate recommendations, where appropriate.

Key Evaluation Questions

In line with the aforementioned criteria, the evaluation will seek to answer the following questions:

1. Relevance and validity of design
 - Is the project relevant to the priorities and policies of the Government, the donor, the DWCP of Ethiopia, the SINCE Programme as well as other relevant regional and global commitments such as relevant SDG targets and indicators, AU Agenda 2063, and ILOs strategic objectives?
 - To what extent has the project addressed the felt needs of the beneficiaries (including both men and women) and stakeholders? Have ILO constituents been consulted? Which are the priorities that the stakeholders wish to address during the remaining period of the project?
 - Is the project design clear and coherent, including clearly stated objectives, outputs and assumptions? Is the implementation approach valid and realistic?
2. Effectiveness
 - To what extent have expected objectives and their related outputs been achieved or are expected to be achieved, including targets disaggregated by gender?
 - What have been the main contributing and challenging factors towards project's success in attaining its targets?
3. Efficiency

- To what extent is the project following the established/revised work plan and budget?
 - Have the resources (human resources, time, expertise, funds etc.) been used effectively and efficiently to achieve results?
4. Management arrangements and partnerships
- Is the management arrangement, including project governance and available technical and financial resources, adequate to support the project in achieving its objective?
 - Has the project created good relationship and cooperation with relevant national, regional and local level government, employers' and workers' organizations, donors and other stakeholders to implement the project and address bottlenecks?
 - To what extent have relevant monitoring and evaluation framework and tools been used in tracking and assessing project and activity-level performance?
5. Impact orientation and sustainability
- Is there any impact and/or emerging outcome that can already been seen from the project's implementation?
 - To what extent are the stakeholders prepared for continuing the work? What else can realistically be done in the remaining project period to enhance the impact and sustainability of the project?
 - Which are the lessons learned and good practices drawn from project? In which way can they be relevant to and/or used by the stakeholders?

VI. Methodology

The evaluation will be carried out through desk review, interviews and focus group discussions with recipients and beneficiaries, interviews with project team and stakeholders, and field visit to the project sites in Addis Ababa and Bahir Dar in Ethiopia including consultations with donor, implementing partners, beneficiaries and other key stakeholders. Wherever possible, information is verified through data triangulation. Data collection matrix is annexed to this report.

Desk review

A detailed review of project documentation and administrative data related to the project serves as an important basis for the evaluation. The following categories of documents will be included in the review:

Policies and Strategies:

- Decent Work Country Programme (DWCP) for Ethiopia
- United Nations Development Assistance Framework (UNDAF)
- EU Trust Fund
- Agenda 2063: The Africa we want (African Union)
- National Employment Policy and Strategy (Ethiopia)
- Growth and Transformation Plan II (Ethiopia)

SINCE Programme documentation:

- Programme document

- Progress reports
- Call for proposal using the SEA
- Steering Committee and programme meeting minutes

Project documentation:

- Project document
- Project reports
- Logical framework
- Work plan
- Budget planning and execution
- ToRs of project staff
- ToRs of management mechanism
- Agreements/MoUs
- Meeting minutes
- Mission reports
- Publications by the project

YES Centre documentation:

- Work plan
- List of Staff
- List of registered vacancies
- List of registered youth
- Agreements
- M&E framework
- Meeting reports

Workshop documentation:

- Agenda
- Presentations
- List of resource persons
- List of participants
- Reports
- Activity evaluation/feedback received

Interviews and focus group discussion with workshop participants

Information from participants of YES Centre related workshops will be obtained during interviews and focus group discussion with stakeholders in Bahir Dar.

Interviews with ILO Staff

In Addis Ababa, the evaluator will undertake group and/or individual discussions with project staff, as well as the ILO Country Office Director, Programme Officer and financial unit in Addis Ababa. The evaluator will also interview ILO staff in SKILLS, EMPLOYMENT and MIGRANT responsible for backstopping of the project.

Interviews with key Stakeholders in Addis Ababa and Bahir Dar

The evaluator will meet relevant stakeholders of the Project (list annexed), including the YES Centre in Bahir Dar, and of the broader SINCE Programme, workshop participants, project

beneficiaries and regional and local level government officials and experts. List of stakeholders and schedule for interviews have been defined jointly by the CTA, the evaluation manager and the evaluator. The evaluator in consultation with the project team selected site visit to Addis Ababa – for interviewing key partners and donors – and Bahir Dar, where the YES Centre is based.

Focus group discussions with YES Centre users in Bahir Dar

The evaluator will organize 2 focus group discussions for the registered users of the YES Centre – youth (job seekers) and employers, respectively. The sampling criteria will be established after reviewing the list of registered youth and employers. The evaluator will request the assistance of an interpreter, ideally external to the project, to facilitate the discussion. Additional focus groups will be held with Training of Trainer workshop participants.

Debriefing

At the end of the field visit, the evaluator delivered a debriefing to the project team.

List of key informants interviewed is annexed to this report.

VII. Work plan and timeframe

The following work plan and timeframe has been agreed with the evaluation manager and project team.

Tasks	Responsible Person	Timing
<ul style="list-style-type: none"> ➤ Telephone briefing with evaluation manager ➤ Desk review of project related documents ➤ Consultations with ILO HQ specialists ➤ Consultation with ILO CO Director ➤ Evaluation instrument designed based on desk review ➤ Writing of Inception Report ➤ Submit the Report to Evaluation Manager 	Evaluator	13 th to 27 th Nov 2018
<ul style="list-style-type: none"> ➤ Consultations with Project staff/management in Ethiopia ➤ Consultations with ROAF, ILO Addis, DWT Cairo and HQ Units ➤ Consultations with participating government officials ➤ Consultations with other stakeholders ➤ Debriefing and presentation of preliminary findings to the project team, government partners and other stakeholders 	Evaluator with logistical support by the Project	29 th Nov – 15 th Dec 2018 (field visit in Ethiopia on 1-8 December)

➤ Draft evaluation report based on desk review and consultations from field visits	Evaluator	16 th Dec 2018 – 7 th January 2019
➤ Circulate draft evaluation report to key stakeholders ➤ Consolidate comments of stakeholders and send to consultant leader	Evaluation manager	Circulated by 10 th January 2019 Deadline for comments 17 th January 2019
➤ Incorporate comments and inputs including explanations if comments were not included	Evaluator	23 rd January 2019
➤ Finalise reports based on the outcome of the presentation meeting	Evaluator	End of January 2019

For this internal evaluation, the final report and submission procedure will follow the EVAL Guidance Note 6.

Namely the Evaluation Report (maximum 40 pages) will have the following proposed structure:

- Cover page with key project and evaluation data (using ILO EVAL template)
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices (briefly in the main report and a detailed in ILO EVAL template, annexed to the report)
- Annexes:
 - TOR
 - Project PMP and Data Table on Project Progress in achieving its targets
 - Project Work plan: Level of completion of key activities
 - List of Meetings and Interviews
 - Any other relevant documents
 - Lessons learned and good practices (using ILO-EVAL template)

Annex I – Data collection planning matrix

Annex II – List of interviews

Annex III – List of project stakeholders

Annex IV Guides for interviews, focus groups, written questionnaire, etc.

Annex III. Data collection matrix

Issue Areas to Explore During the Evaluation	Sources of relevant information (people, documents, processes)			
Criteria 1: Relevance and validity of design	PEOPLE to interview	TECHNIQUES to apply	DOCUMENTS to review	PROCESS to analyze
<p>Question 1</p> <p>Is the project relevant to the priorities and strategies of the Government, the donor, the DWCP of Ethiopia, the SINCE Programme as well as other relevant regional and global commitments such as relevant SDG targets and indicators and ILOs strategic objectives?</p>	<ul style="list-style-type: none"> Government partners Donor ILO CO Director ILO technical units Project team 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents ILO/UN strategic documents Donor strategies Government strategies 	<ul style="list-style-type: none"> Project design
<p>Question 2</p> <p>To what extent has the project addressed the felt needs of the beneficiaries (including both men and women) and stakeholders? Have ILO constituents been consulted? Which are the priorities that the stakeholders wish to address during the remaining period of the project?</p>	<ul style="list-style-type: none"> Partners/stakeholders Donor ILO CO Director Project team Recipients and beneficiaries 	<ul style="list-style-type: none"> Semi-structured interview Desk review Focus group discussion 	<ul style="list-style-type: none"> Project documents SINCE Programme documents and reports 	<ul style="list-style-type: none"> Project design Stakeholder engagement Need assessment
<p>Question 3</p> <p>Is the project design clear and coherent, including clearly stated objectives, outputs and assumptions? Is the implementation approach valid and realistic?</p>	<ul style="list-style-type: none"> Project team ILO technical units 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents and reports 	<ul style="list-style-type: none"> Project design M&E
Criteria 2: Effectiveness				
<p>Question 1</p> <p>To what extent have expected objectives and their related outputs been achieved or are expected to be achieved, including targets disaggregated by gender?</p>	<ul style="list-style-type: none"> Project team ILO CO Director Donor Partners/stakeholders 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents Project log frame Project reports 	<ul style="list-style-type: none"> Project implementation
<p>Question 2</p> <p>What have been the main contributing and challenging factors towards project's success in attaining its targets?</p>	<ul style="list-style-type: none"> Project team ILO CO Director ILO technical units Partners/stakeholders Beneficiaries 	<ul style="list-style-type: none"> Semi-structured interview Desk review Focus group discussion 	<ul style="list-style-type: none"> Project documents Project reports 	<ul style="list-style-type: none"> Project implementation

Issue Areas to Explore During the Evaluation	Sources of relevant information (people, documents, processes)			
Criteria 3: Efficiency	PEOPLE to interview	TECHNIQUES to apply	DOCUMENTS to review	PROCESS to analyze
Question 1 To what extent is the project following the established/revised work plan and budget?	<ul style="list-style-type: none"> Project team ILO technical units ILO CO staff Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents, log frame and work plan Budget, financial statement and expenditure reports of the project 	<ul style="list-style-type: none"> Project implementation M&E
Question 2 Have the resources (human resources, time, expertise, funds etc.) been used effectively and efficiently to achieve results?	<ul style="list-style-type: none"> Project team ILO technical units PARDEV (tbd) ILO CO staff Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents and work plan Project reports (narrative and financial) Delivery rate Meeting minutes Mission reports 	<ul style="list-style-type: none"> Project implementation
Criteria 4: Management arrangements and partnerships				
Question 1 Is the management arrangement, including project governance and available technical and financial resources, adequate to support the project in achieving its objective?	<ul style="list-style-type: none"> Project team Partners and stakeholders ILO technical unit ILO CO staff Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents Project reports ToRs of steering committee, advisory and technical working group ToRs of project team 	<ul style="list-style-type: none"> Coordination
Question 2 Has the project created good relationship and cooperation with relevant national, regional and local level government, employers' and workers' organizations, donors and other stakeholders to implement the project and address bottlenecks?	<ul style="list-style-type: none"> Project team Partners and stakeholders ILO CO Director Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documents and reports ToRs and meeting minutes of steering committee, advisory and technical working group 	<ul style="list-style-type: none"> Partnership management
Question 3 To what extent have relevant monitoring and evaluation framework and tools been used in tracking and assessing project and activity-level performance?	<ul style="list-style-type: none"> Project team Partners and stakeholders, including YES centre staff 	<ul style="list-style-type: none"> Semi-structured interview Desk review Group interview 	<ul style="list-style-type: none"> Project documents, M&E tools and reports YES centre documents, M&E tools and reports Workshop documents 	<ul style="list-style-type: none"> M&E Quality assurance of services

Issue Areas to Explore During the Evaluation	Sources of relevant information (people, documents, processes)			
Criteria 5: Impact orientation and sustainability	PEOPLE to interview	TECHNIQUES to apply	DOCUMENTS to review	PROCESS to analyze
Question 1 Is there any impact and/or emerging outcome that can already been seen from the project's implementation?	<ul style="list-style-type: none"> Project team Partners/stakeholders Donor Recipients and beneficiaries 	<ul style="list-style-type: none"> Semi-structured interview Desk review Focus group discussion 	<ul style="list-style-type: none"> Project documentation YES Centre documentation Workshop documentation 	
Question 2 To what extent are the stakeholders prepared for continuing the work? What else can realistically be done in the remaining project period to enhance the impact and sustainability of the project?	<ul style="list-style-type: none"> Project team ILO CO Director ILO technical units Partners/stakeholders Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review Group interview 	<ul style="list-style-type: none"> Project documentation YES Centre documentation Workshop documentation 	<ul style="list-style-type: none"> Capacity development Stakeholder engagement
Question 3 Which are the lessons learned and good practices drawn from project? In which way can they be relevant to and/or used by the stakeholders?	<ul style="list-style-type: none"> Project team Partners/ stakeholders ILO technical units Donor 	<ul style="list-style-type: none"> Semi-structured interview Desk review 	<ul style="list-style-type: none"> Project documentation YES Centre documentation 	<ul style="list-style-type: none"> Knowledge management

Annex IV. List of Interviews and Focus Group Discussions

Date	Location	Activity
21 November 2018	ILO Turin Centre	Interview with Ms Christine Hofmann, Specialist, Skills and Employability, ILO HQ
27 November 2018	Skype	Interview with Ms Heike Lautenschlager, Technical Officer, International Migration, ILO HQ
27 November 2018	Skype	Interview with Mr George Okutho, Country Director, ILO Ethiopia
2 nd December 2018	Addis Ababa	Interview with Ms Ruchika Bahl , CTA and Mr Ayalu Admass, NPC
3 rd December 2018	Addis Ababa	Interview with Ms. Elena Maria Ruiz, Program Manager, Migration & Employment, EUTF, Ethiopia
		Interview with Mr. Pierpaolo Bergamini and Mr Fabio Moni SINCE Program Coordinator and Finance and Contract Administrator respectively, Italian Embassy, Ethiopia
		Interview with Mr Abebe Haile, Director, National Directorate of Employment Service Promotion Directorate, MoLSA
		Interview with Ms Yasebe Wondimagegnehu, Senior Finance Officer, ILO CO Addis and Mr Arega Bekele, Senior Finance and Admin Project Assistant
		Mr Samson, National Project Coordinator, UNIDO
4 th December 2018	Bahir Dar	Group interview with YES Centre staff: Mr. Amere Mesfin- YES coordinator, Mrs Emebet Mulugeta, Awareness raising and mobilization officer, Ms Bizuayehu Moges, Data encoder and Mrs Bosena Mequanent, Market integration and development officer
		Interview with Mr. Tilahun Mekuanint, Deputy Head, Bureau of Labour and Social Affairs-BoLSA
		Interview with Mr Belay Zeleke Expert, Bureau of Technical Vocation Education and Development-BoTVED
		Visiting Bahir Dar city administration Labour and Social Affairs Office and brief meeting Mr. Amisalu Addis, Labour market expert
		Focus group discussion with job seekers, at YES Center: 10 job seekers (5 female and 5 male); observed part of the group career counselling session
5 th December 2018	Bahir Dar	Interview with Mr Dessalegn Yitayewu, Youth Employment and Mainstreaming Director and Mr Abayneh Melaku Deputy Bureau Head, Bureau of Women, children and Youth –BoWCY (Mr. Abayneh formerly, was the head of Amhara Youth Association and member of TWG.)
		Interview with Mr. Kerealem Linger, HR manager, East African Bottling company (Coca Cola) SC
		Interview with Mr Worku Tamirat, President, Mr. Suleman Ibrahim, Vice president and Mr. Mekuria Tegegne, Director, Amhara Employers Federation-AEF)

		Interview with Mr Bizuayehu Tayachew, Expert, Confederation of Ethiopian Trade Union-CETU Bahir Dar Branch)
6th December 2018	Bahir Dar	Focus group discussion with ToT career guidance and career counselling participants: Mr Sifelig Taye, Bahir and Mr. Meseret Ayalew, Bahir Dar University -BDU), Amisalu Addis (Bahir Dar city administration labour and social affairs), Labour market expert, Dessalegn Yitayew, Bureau of Youth and Sport
		Interview with Mr. Temesgen Erkinah, HR Manager, Blue Nile Resort Hotel
		Interview with Ms. Ruchika Bahl, CTA
7th December 2018	Addis Ababa	Interview with Mr. Ayalu Admass, NPC
		Interview with Mr Maesho Berihun, Youth representative and Foreign and Public Relation Head CETU office , Addis Ababa
		Interview with Ms. Aida Awel, CTA, ILO, Labour Migration (acting CTA of the project until March 2017)
		Debriefing on the Evaluation preliminary findings to ILO Project Team
18th December 2018	Skype	Interview with Mr. Luca Fedi, Employment Specialist, DWT/CO-Cairo

Note:

1. Meeting with BoFEC was cancelled due to unavailability of the bureau.
2. BoWCY was recently created through merging two previously existing bureaus – BoWC (Bureau of Women and Children) and BoYS (Bureau of Youth and Sports).

Annex V. Project log frame: progress in target achievement

Results chain		Indicators	Baseline	Current value
				As of November 2018
Overall obj.: Impact	Contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.			
Specific Obj. Outcome	SO1: Increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE programme design, implementation, monitoring and evaluation.			
Outputs	Op 1.1. Comprehensive Socio Economic study conducted in selected woredas including mapping of potential partners and service providers and market assessment.	1 Compressive SEA conducted	No comprehensive Socio-Economic assessment conducted in migration prone regions	1
	Op 1.2 Provide technical assistance in project development, preparation of Terms of Reference, identification of partners, appraisal of project proposals and designing of monitoring and evaluation instruments	1 CFP developed	0	1

Specific Obj. Outcome	SO2: Enhance smooth school to work transition for university and TVET women and men graduates.			
	Op 2.1 Pilot PES centre established offering youth employment services such as career guidance and counselling, job search and life skills to youth job seekers	1 pilot youth employment services (YES) centre established	No Youth employment unit exists in the country	1
	Op 2.2 Range of employment services offered by PES to the youth expanded and improved	3 new services and products focussing on Labour market information sharing, career counselling guidance, jobs registration are offered by PES to youth	No services are offered by the PES to the youth	2 completed + 1 under development
	Op 2.3 Increased placement of youth in decent jobs and apprenticeships	100 fresh men and women graduates and unemployed youth placed in apprenticeships 200 fresh men and women graduates and unemployed youth placed in decent jobs	Not specified Not specified	0 3

Annex VI. Project Work Plan: level of completion of key activities

OUTCOMES & OUTPUTS	ACTIVITIES	STATUS
Overall Objective: Contribute to reduction of irregular migration through creating decent livelihood and employment opportunities for the youth.		
Outcome 1: Increased evidence on migration, employment and decent livelihood opportunities in selected woredas that will inform SINCE project design, implementation, monitoring and evaluation		
Output 1.1: Conduct comprehensive Socio Economic study in selected woredas including mapping of potential partners and service providers and market assessment	1.1.1 Selection and prioritization of project intervention areas	Completed
	1.1. 2 Conduct Comprehensive Socio Economic Study in selected woredas including mapping of potentialpartners and service providers and market assessment	Completed
	1.1.3 Conduct comprehensive mapping and assessment of the capacity and services of public employment services actors at regional, zonal and woreda levels, identify gaps and potential solutions	Completed
	1.1.4 Organize Validation workshop	Completed
Output 1.2: Provide technical assistance in project development, preparation of Terms of Reference, identification of partners, appraisal of project proposals and designing of monitoring and evaluation instruments⁸	1.2.1 Produce joint report on the outcomes of the study	Completed
	1.2.2. Support Embassy of Italy in Addis Ababa in preparation of Terms of Reference for call for proposals	Completed
Outcome 2: Enhance smooth school to work transition for University and TVET women and men graduates		
Output 2.1: Establish a pilot PES centre offering youth employment services such as career guidance & counselling, job search and life skills to youth job seekers	2.1.1 Establish provision of Youth Employment Services (YES) at regional level	Completed
	a) Conduct appraisals/consultations on availability of PES (Public Employment services) in five regions (Amhara, Tigray, Addis Ababa, SNNP and Oromia)	Completed
	b) Conduct consultations with regional stakeholders on Youth Employment (BOLSA, TVET, BoYSA, BOWCA, Model Youth centers)	Completed
	c) In consultation with key partners select the region for pilot and organise the strategic planning workshop	Completed
	d) Develop a road map for piloting provision of youth employment services at regional level in partnership with respective Federal & Regional Bureaus representatives	Completed
	e) Launch the pilot project in the selected region in partnership with the	Completed

⁸ Activity A1.2.3 is missing in the work plan.

	regional authorities	
	2.1.2 Develop a customised career guidance and counselling toolkit to be disseminated at the regional level	Completed
	a) Review existing career guidance tool kits being used at regional level by different regional stakeholders (TVET, BOLSA and BOYSA)	Completed
	b) Develop TORs and hire consultant to adapt, customise and develop career guidance tool kits to be used at the regional level	Completed
	c) Conduct validation workshop at regional level to discuss the developed Career guidance and counselling tool kit	Completed
	2.1.3 Equip centres offering YES with necessary materials	Completed
	a) Resources supplied to the YES centre	Completed
	2.1.4 Capacity building/training Programs for respective staff of MOLSA, MOYSA and Regional Bureaus	On going
	a) Provide trainings related to employment services and TOTs on career guidance and counselling Tool Kits etc	Ongoing - 1 ToT completed
	2.1.5 Increase visibility of the pilot centre offering YES	Ongoing
	a) Develop communication materials and other need based visibility materials	Ongoing - Flyers, brochures developed
Output 2.2: Range of employment services offered by PES to the youth expanded and improved	2.2.1. Develop/Strengthen a labour exchange system	Ongoing
	a) Identify and procure resources for the development of the labour exchange system at the regional level	Ongoing
Output 2.3: Increased placement of youth in decent jobs and apprenticeships	2.3.1. YES centre forms partnerships with employers and other service providers	Ongoing
	a) Organize consultation meetings with potential employers in the selected region	Ongoing
	b) Facilitate partnership agreements of potential employers with YES centre	Ongoing
	2.3.2. Provision of labour market information	Ongoing
	a) Devise creative means to provide labour market information to relevant stakeholders	Ongoing
	2.3.3. Organise job fairs in relevant project sites, TVET Colleges and Universities	Planned
	Midterm and Final Evaluation	Planned
	a) Conduct Midterm review	Ongoing
	b) Conduct Final Evaluation	Planned

Annex VII. Lessons learned and emerging good practice

Lesson Learned No1: Project design needs to take into consideration the local institutions and culture.

Project Title: Addressing the Root Causes of Migration in Ethiopia

Project TC/SYMBOL: ETH/16/01/EUR

Name of Evaluator: Xiaoling Zhang

Date: January 2019

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)	An important lesson learned of the project is the need to assess the local context and take it into consideration when the project is designed. This includes analyzing the Government structure and responsibilities of different local institutions/actors at different levels, as well as the culture and common practices in the local society. A contextualized design can make the activities more relevant and targeted.
Context and any related preconditions	<ul style="list-style-type: none">▪ Project was designed without adequate consultations with the Constituents; as a result, some activities were not compatible with the local practice and culture.▪ Modification of project design was made through consultative process with the Constituents and other stakeholders.
Targeted users/ Beneficiaries	<ul style="list-style-type: none">▪ Tripartite partners
Challenges/negative lessons - Causal factors	<ul style="list-style-type: none">▪ Lack of time in the design phase to ensure adequate consultation with the Constituents▪ Time and additional efforts required during the implementation phase with the constituents and other stakeholders to revise project design▪ Changing project design at implementation stage may lead to miscommunication with and misunderstanding of donors and/or partners.
Success/Positive Issues - Causal factors	<ul style="list-style-type: none">▪ Initiatives contextualized to the local context and needs can contribute to attaining commitment of stakeholders and enhance effectiveness and sustainability.
ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none">▪ Time constraint in designing project

Lesson Learned No2: Partnership with the private sector is key to employment services provision in Ethiopia.

Project Title: Addressing the Root Causes of Migration in Ethiopia

Project TC/SYMBOL: ETH/16/01/EUR

Name of Evaluator: Xiaoling Zhang

Date: January 2019

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)	Partnership with the private sector is key to the success of the employment services, namely for provision of labour market information and job matching, in the context of Ethiopia.
Context and any related preconditions	<ul style="list-style-type: none">▪ The project identified challenges in attracting registration of employers and vacancies for providing employment services to youth.▪ The project made targeted and ongoing efforts in reaching out to the the private sector, with support of the employers' organization.
Targeted users/ Beneficiaries	<ul style="list-style-type: none">▪ Tripartite partners
Challenges/negative lessons - Causal factors	<ul style="list-style-type: none">▪ Lack of information, awareness and/or incentive for the private sector to engage with public employment services
Success/Positive Issues - Causal factors	<ul style="list-style-type: none">▪ Partnership with the private sector contributes to bringing in vacancies and other relevant information such as skill needs to the public employment services, and bridging the gap between the employers and the job seekers.▪ Support from the employers' organization facilitates the process of reaching out to the private sector.
ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none">▪ N.A

Emerging Good Practice No 1: Providing youth employment services through multi-stakeholder partnership

Project Title: Addressing the Root Causes of Migration in Ethiopia

Project TC/SYMBOL: ETH/16/01/EUR

Name of Evaluators: Xiaoling Zhang

Date: January 2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project aims to enhance school to work transition for university and TVET women and men graduates. This is being achieved through piloting a Youth Employability Service (YES) Centre, which is governed by a partnership involving all relevant line ministries and bureaus with mandate on youth employment and social partners at both federal and regional levels.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Based on project's experience, the following conditions seem to be important for successful implementation of multi-stakeholder partnership for youth employment services:</p> <ul style="list-style-type: none"> ▪ Commitment of line ministries and bureaus ▪ Capacity building of tripartite constituents and other stakeholders ▪ Mobilization of locally available resources and technical expertise of partners and stakeholders ▪ Ownership of the Government and social partners over the project ▪ Effective and clearly defined coordination, consultation and governance mechanisms ▪ Common vision, understanding and jointly designed action plan <p>Limitations</p> <ul style="list-style-type: none"> ▪ Limited resources and capacity of the Constituents and other government institutions ▪ Lack of commitment
Establish a clear cause-effect relationship	<p>The key achievements of the practice:</p> <ul style="list-style-type: none"> ▪ Establish platform for multiple government institutions and social partners to collaborate on common priorities ▪ Increase synergy and common understanding among stakeholders ▪ Enable multi-stakeholder, tripartite consultation and joint decision making and planning ▪ Make effective usage of the expertise and resources possessed by each partner
Indicate measurable impact and targeted beneficiaries	<p>Effective and sustainable youth employment services for:</p> <ul style="list-style-type: none"> ▪ Young job seekers/University and TVET graduates ▪ Government ▪ Social partners
Potential for replication and by whom	<p>It can be replicated within Ethiopia, with the necessary modifications depending on the region, as the country has a decentralized governance structure. Replicability in other countries with similar needs and/or context can be further explored.</p>
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ DWCP for Ethiopia Outcome ETH 127 "Enhanced capacity of constituents to implement policies and programmes on industry, infrastructure and skill development to achieve decent employment and inclusive labour market institutions" ▪ ILO P&B Outcome 1 "More and better jobs for inclusive growth and improved youth employment prospects"
Other documents or relevant comments	N/A