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ACRONYMS

BYE project	Boosting Youth Employment Project
CG	Career Guidance
DW project	Decent Work project
DWCP	Decent Work Country Programme
EIIP	Employment Intensive Investment Programme
GM	Gender Mainstreaming
GTG	UN Gender Thematic Group
HQ	ILO Head Quarters Geneva
INTRO	Career Guidance: Introduction, Training and Real Opportunities
ITC	ILO International Training Centre Turin
I-YES	Integrated Youth Employment strategies
KAB	Know About Business
LED	Local Economic Development
MST	Modular Skills Training
NAP-YE	National Action Plan on Youth Employment
NAT-YE	National Advisory Team on Youth Employment
NICP	Netherlands ILO Cooperation Programme
OSH	Occupational Safety and Health
SD	Social Dialogue
SIYB	Start and Improve Your Business
SRO	ILO Sub-Regional Office Moscow
SocSec	Social Security
WED	Women Entrepreneurship Development
WoW	World of Work
YEP	Youth Employment Programme

EXECUTIVE SUMMARY

The present report provides a summary of the final project self-evaluation exercise which consisted of the review of all the products and outputs produced by the project, organization of the stakeholder self-evaluation workshop with the participation of tripartite constituents in Moscow and a range of final dissemination activities in Kyrgyzstan and Azerbaijan in February – June 2010.

The purpose of the final self-evaluation is to review the overall, cumulative results of the project at the final stage of its implementation and extract lessons learned, in order to inform further action and improve programming at the national and regional level. Last, but not the least, the purpose of the self-evaluation is to report to the donor on how effectively and efficiently, according to the tripartite constituents and stakeholders, the project has been implemented.

This evaluation builds upon the findings and recommendations of the midterm independent evaluation of the project in December 2008. Based on the outcomes of the independent evaluation, the project team streamlined its efforts for greater impact, refocused its action plan and targeted the remaining activities, in order to maximize their effects on the end results.

The self evaluation was managed by project CTA, Mr. Walter Verhoeve and was conducted in a participatory manner by seeking views and obtaining feedback from the national implementing partners, ILO tripartite constituents and project beneficiaries in Azerbaijan and Kyrgyzstan.

The main results of the project can be summarized as follows:

The BYE project made substantive efforts to expand the outcomes of the previous initiatives and reinforced youth labour market interventions at both **supply** side (improvement of employable skills and entrepreneurial abilities of young women and men) and **demand** side (support to conducive labour market policies, opening new opportunities for productivity improvement and job creation and response to an emerging environment for safe jobs). This could be achieved by designing and applying an integrated approach that draws on the large network, involving constituents, other Ministries and service providers, and the various ILO tools and methodologies, all promoting proven strategies for boosting youth employment.

According to the participants of the knowledge-sharing and self-evaluation workshop in February 2010 (**Vatutinki workshop**), when the project started its operations, youth in both countries was not actively involved in problem analysis. A minimum of baseline data at the local and sector levels had to be collected, dialogue structures on youth employment were not in place, the requested training services were not supported with sufficiently competent networks, communication links were insufficiently open between policy making, the target groups and networks that make youth employment promotion operational (both at the sector and local levels). Against this background policymakers and constituents confirmed that the project contributed largely to a more open and effective partnership for concrete action on boosting of youth employment, building on the existing economic potential, the available human resources and possible financial resources coming from national and international resources.

In sum, the project developed, adapted and/or translated over one hundred training tools, analytical studies and materials to equip the national constituents, relevant government agencies and service provider networks in both countries with the necessary instruments for practical action in the area of youth employment.

1. BYE Project background

The Boosting Youth Employment BYE Project 2006 – 2010 was based on the **national priorities**, identified by the governments, employers and workers during technical discussions leading in 2006 to the development of Decent Work Country Programmes (DWCP) in Azerbaijan and Kyrgyzstan. Decent employment has emerged as an overarching priority for DWCPs. Boosting employment is viewed by the tripartite constituents of these countries as a decisive factor for national economic growth and poverty reduction, and boosting youth employment in particular is viewed as one of the priorities in these countries where demographic pressures are strong and labour markets are facing increasing cohorts of young entrants in the coming years and where the ongoing employment crisis hits young women and young men most. In recognizing the importance of youth employment, Azerbaijan has stepped forward as a Lead Country of the Youth Employment Network (YEN). In both countries the development of a National Action Plan on Youth Employment is still in progress.

The objectives of the BYE project have been defined at three levels:

- (1) to ensure an enabling environment for social dialogue on Youth Employment, gender mainstreaming and enterprise development, all for securing better and safer employment opportunities for young women and men,
- (2) to promote a range of essential training services relevant for youth, including career guidance, skills and entrepreneurship development
- (3) to design and implement specific Integrated Youth Employment Strategies (I-YES) in order respond to the realities and needs of specific groups, locations and sectors and using these experiences to close many of the policy gaps.

The BYE project was implemented with the **financial support** under the Netherlands-ILO Cooperation Programme. During the project implementation cycle the budget was increased with 44% (from 3 million to 4,3 million). Effective allocation of such funds was possible due to the mobilization of the large network of ILO constituents, project partners, national and international experts and the ILO (project team, ILO Moscow, ILO HQ). Close to all of the outputs defined in the project logframe were delivered (and this is further analysed in his report, like this was analysed in the progress reports and evaluation events¹). Additional expectations raised by the constituents and project partners in line with the DWCPs, could often be met and transformed into activities further contributing to the project's impact in both countries. This process approach, in parallel to the pre-defined outputs, increased the relevance of the project. The project budget was fully exhausted and opened ways to a more **sustainable funding** for the replication of various project outputs.

The BYE project further built on the achievements of the foregoing Netherlands/ILO project, “Increasing Employability of Disadvantaged Young Women and Men and Other Marginalized Groups in the Caucasus and Central Asia through Skills Development and Entrepreneurial Education” (RER0452MNET). As part of project implementation in the sub-region various ILO tools and flagship methodologies aimed at “enhancing employability, skills development and entrepreneurship development” had been adapted and applied by the ILO constituents and other strategic partners, thus then providing a solid base for

¹ The BYE project under went a **mid-term evaluation** in December 2008; the **final evaluation** consisted of a number of evaluation tools: the “Independent Evaluation of the ILO’s Decent Work Country Programme for Kyrgyzstan: 2006-2009” (ILO-EVAL concluded that the BYE project was the most significant contributor to the implementation of the Kyrgyzstan DWCP-IP and that it would therefore not need an additional project evaluation; moreover, Kyrgyzstan was targeted for NICP evaluation on GENDER and SOCIAL DIALOGUE, reflecting the BYE-NICP project contributions; with the consent of ILO-EVAL a final self-evaluation workshop was organized in Vatutinki, February 2010, involving constituents from both project countries and in presence of constituents from Georgia, Tajikistan and the Russian Federation.

implementing a **sustainable and integrated approach to boosting youth employment** - as a major way of how to prevent youth falling in the poverty trap and on how to work out of poverty.

The BYE project reflected the requests for follow-up expressed by constituents and the clear recommendation for continuity, as this was made in the final independent evaluation report on the preceding project. The BYE project was strongly oriented to strengthening the capacities of social partners to develop their approaches to youth employment, and use social dialogue, expert advice and pilots as effective instruments to address the existing employment-related challenges. The newly started Decent Work project (“From crisis to Decent jobs”, 2010-2013) again builds on the achievements of the BYE project. It shows how the BYE project is embedded in a series of projects assuring **continuity** and strengthening the ILO’s mandate in the sub-region.

The BYE project made substantive efforts to expand the outcomes of the previous initiatives and reinforced youth labour market interventions at both **supply** side (improvement of employable skills and entrepreneurial abilities of young women and men) and **demand** side (support to conducive labour market policies, opening new opportunities for productivity improvement and job creation and response to an emerging environment for safe jobs). This could be achieved by designing and applying an integrated approach that draws on the large network, involving constituents, other Ministries and service providers, and the various ILO tools and methodologies, all promoting proven strategies for boosting youth employment.

As already stated in the independent mid-term evaluation in December 2008, and further confirmed during the final evaluation round, the project delivered well on all of its **three immediate objectives**. It was a major contributor for sustained processes in the spheres of youth policy development, institutionalization of information and training services and the implementation of local and sector pilots (5 in total) in both countries. A final knowledge sharing and evaluation workshop was organized (Vatutinki, Moscow-region, February 2010), the constituents and project partners considered the ongoing I-YES pilots² (4 out of 5) as clear showcases of integrating the different intervention levels and demonstrating best practices on Boosting Youth Employment. The project can also be considered as an important contributor and role model for the implementation of DWCP employment components in both countries. This was made explicit in the “**Independent Evaluation of the ILO’s Decent Work Country Programme for Kyrgyzstan: 2006-2009**”, with the project logframe being fully aligned with the DWCP Implementation Plan and a unique closeness to the office of the ILO National Coordinator and therefore the constituents. These were the main reasons that the relevance of the project received the highest ratings in terms of its contribution to DWCP and its adaptability to the constituents work agenda’s.

Purpose, scope and clients of self-evaluation

The purpose of self-evaluation is to review the overall, cumulative results of the project at the final stage of its implementation and extract lessons learned, in order to inform further action and improve programming at the national, regional and, possibly, global level. Last, but not the least, the purpose of the self-evaluation is to report to the donor on how effectively and efficiently, according to the tripartite constituents and stakeholders, the project has been implemented.

This evaluation builds upon the findings and recommendations of the midterm independent evaluation of the project in December 2008. Based on the outcomes of the independent evaluation, the project team streamlined its efforts for greater impact, refocused its action plan and targeted the remaining activities, in

² I-YES pilots are micro projects undertaken by the project team to mobilize national and local human and financial resources on an Integrated Youth Employment Strategy. The priorities for interventions are set by the Local or Sector Advisory Team on Youth Employment. This is followed by exploring and de-blocking real employment opportunities through expertise, production and market development, business to business linkages and entrepreneurship development. Youth are oriented towards real employment opportunities through entrepreneurship and skills training, job matching and job placement.

order to maximize their effects on the end results (a two days brainstorming and strategy planning exercise for the project staff was held for this purpose in January 2009 in Moscow).

The self evaluation was managed by project CTA, Mr. Walter Verhoeve with EVAL guidance. It was conducted in a participatory manner through a range of interactive activities, seeking views and feedback from national implementing partners, ILO tripartite constituents and project beneficiaries (those who have been fully involved into the delivery of the project). The Evaluation Officer assisted the CTA with the implementation of the self evaluation by drafting the TOR, providing advice regarding the methodology and inputs to the final report. She participated as an observer at the self-evaluation workshop.

Scope (Time)

With regard to time, the final (self) evaluation examined the overall period of the project implementation with a particular focus at the period after the midterm project evaluation (December 2008), with due regard to the overall results achieved from the beginning of the implementation.

Scope (Space)

With regard to space and geography, the evaluation examined all of the operational areas covered by the project in the two target countries – Azerbaijan and Kyrgyzstan.

Clients

The evaluation serves the following clients: ILO tripartite constituents in Azerbaijan and Kyrgyzstan; project beneficiaries and implementing partners; ILO management; project staff; the donor.

Evaluation questions

The self-evaluation exercise made an attempt to obtain answers from the project partners to the following questions:

1. How effective was the project in achieving the expected results (per each PRODOC Objective)? What has happened as a result of the project? Have the constituents been using the outputs? Have there been any improvements in policies, programs, activities in order to create real youth employment opportunities in the target countries?
2. How efficiently the resources and inputs were used to yield results?
3. Are the stakeholders satisfied with the quality and/or quantity of outputs (products and services) delivered by the project?
4. Are there any gap areas which need to be closed?
5. Are there better ways of achieving the results? Are there any alternative ways of achieving the overall goals and objectives, to be considered in future initiatives?
6. Which issues/strategies/tools should be taken forward?

Methodology

Final evaluation methodology consisted of the following:

1. Collecting all the relevant information available on the project outputs, toolkits and training materials produced. This information has been circulated to the key stakeholders and partners.
2. Convening a knowledge-sharing and self-evaluation workshop to which over 25 key stakeholders and partners were invited. The workshop had three objectives: 1) to gather additional information from the participants, 2) to answer the evaluation questions by reviewing and discussing the information on the project, and 3) to make evidence-based recommendations on how the ILO & constituents should go forward. Participants were also asked to fill out an anonymous project evaluation questionnaire.

3. Reviewing draft reports of the independent evaluation of DWCP/Kyrgyzstan (November 2009), and Netherlands-ILO Cooperation Programme (NICP) evaluation on Gender and Social Dialogue in Kyrgyzstan.
3. Summarizing findings, preparing a final self-evaluation report.
4. Organising dissemination events in two target countries for a broad range of partners.

2. Effectiveness, best practices and lessons learnt

As project's **best practices** could be mentioned: i) effective networking for linking macro policies with micro realities, ii) effective promotion of social dialogue and gender mainstreaming at all three intervention levels (policies, services and pilots), iii) mobilizing international expertise in order to strengthen and supplement national expertise, iv) institutionalisation of ILO's proven "flagship" training methodologies (MST, KAB and SIYB in and out of school), including the promotion of e-learning, v) developing a region borne career guidance programme (INTRO), able on one hand to strengthen independency of the dynamic young and on the other hand to invest more in the more dependent and most vulnerable groups in society. Most important of all has been the development of an enabling environment for the creation of real employment opportunities for young women and young men. This happened through the demonstration of various **Integrated Youth Employment Strategies (I-YES)**³ developing with the stakeholders step by step plans for Business linkages, Value Chain Upgrading, Local Economic Development, Women Entrepreneurship and Employment Intensive Investment programmes.

The I-YES implementation process became the **main lesson learnt** by the BYE project team and larger network, as it provided a large amount of new insights on how to mobilise the constituents, national and international experts affordably on a specific youth challenge. Only the Safe Start pilot for the Baku Construction sector did **not yet** take off. For each of the pilots, an I-YES facilitator was identified and appointed by one of the constituents, whose competencies were developed and supported with national and international expertise. All pilots have developed a **momentum of no-return**, where constituents have taken full ownership. At the heart of the pilots is the creation of employment opportunities, combined with provision of adequate incentives for market development, worker's productivity improvement on one hand (demand side) and information and training services for better job prospects on the other (supply side).

The large portfolio and broad expert networks (national and international) of the project allowed for the development of a rich experience base under the project, feeding the I-YES pilots. This resulted in an empirically proven and clear concept for Integrated Youth Employment Strategies (which is providing the constituents and all other stake-holders better guidance). **INTRO**⁴ has grown into a major component of the I-YES action learning, being the career guidance component (promoting information, training services and real employment or self-employment opportunities).

The three main **concerns of the mid-term evaluation** (ownership, communication and pilots)⁵ were better addressed by implementing the evaluation expert's recommendations to intensify communication, to jointly - with the project stakeholders - set milestones for the second half of the project lifecycle and to

³ Integrated Youth Employment Strategies (**IYES**) have been developed with project support, ensuring that in response to policy concerns, information and training services effectively reach young women and young men with a maximum involvement and ownership by the social partners and use of best practices, resulting in job-matching, job-placement and self-employment. Real job opportunities are identified and created through market development, business development, business linkages and public employment intensive investment programmes.

⁴ **INTRO** is a package of **IN**formation on the World-of-Work, in-demand **TR**aining and **Re**al **O**pportunities offered in a collective effort to a group of young women and men, responding to labour market information and adjusted to the sector and/or locality they find themselves in.

⁵ See Annexure 2. For a summary of the mid-term independent evaluation report.

invest substantially more resources into the project pilots. Implementation of these recommendations has led to a clear ownership by all of the constituents in both countries, the achievement of most of the well defined milestones and all project pilots developed into clear cases of job creation for youth, with absolute evidence about the effectiveness of a more integrated approach, but also containing critical lessons learnt that made these – still ongoing – pilots **reality checks of national policies**.

A great strength of the project was the mid-term evaluation in itself. Such a timely evaluation confirmed that the project was well on track on most of the outputs formulated in the project's logical framework, with the exception of the pilots under the third objective. The evaluation stated: *“The project has a good image in both countries. Especially the strong performance of the implementation of the gender mainstreaming activities and the good performance of the service packages (MST, SIYB and KAB) made a good contribution for this impact.”* The project team was therefore reassured about the relevance, the likelihood of impact and its drive in emphasizing on sustainable processes. The following evaluation statement illustrated such: *“Of course it is too early to assess the aspects of the projects’ impact und sustainability by now. But we may give some arguments on the likelihood of having real impact and long term effects as an outcome of the project. It is out of question that the policy environment for enabling youth employment strategies improved in both countries.”*

Factors that have finally caused that some of the project outputs were still **not fully delivered** and some of the milestones could **not yet** be reached can be summarized as follows:

In relation to Objective 1 (policy development and mainstreaming of crosscutting themes):

1.1 Major obstacles to inter-ministerial coordination and social dialogue to be removed (example: National Youth Employment Action Plan in Azerbaijan was drafted, social partners were involved, but was never finalized nor submitted for social partners’ review and parliamentary approval; ILO has been requested to take more proactive role in coordination of the dialogue towards finalization; April 2010)

1.2 Changing governments and reset of priorities (example: agreement reached on the need for National Youth Employment Action Plan for Kyrgyzstan, but now awaiting a more stable political environment; ILO has been formally requested to provide technical assistance; February 2010)

In relation to objective 2 (institutionalization of service packages):

2.1 Governments’ hesitation for taking critical budgetary steps and/or resource mobilization for replication of best practices against “traditions” (example: SIYB, MST and KAB methodologies acknowledged as best practices in both project countries - as per DWCP-IPs - , all methodologies institutionalized in both project countries, but scope for financial sustainability varies and such policy advice is beyond the intervention level and timeframe of the project; new DW project round is expected to address issue of financial sustainability);

2.2 Growing but still too limited clarity on roles and complementarities of various ministries and social partners (and their labour market institutions) in providing labour market services; this hampers ownership, coordination and an effective offer of the services (examples: in Azerbaijan ministries were/are competing for taking the lead on MST and SIYB; employers in both countries still not sufficiently involved in MST and SIYB; still limited receptiveness among social partners to the fact that youth chooses their own communication channels – including internet - ; DW project as follow-up to the BYE project should address the need for offering a joint information and service agenda provided by various centers and initiatives undertaken by all labour market institutions).

In relation to objective 3 (pilots for integrated youth employment strategies)

3.1 As already observed by mid-term evaluation, a late start of the pilots; this limited the action learning and evidence generated on the use of an integrated approach (DW project as follow-up to the BYE project should address the need for continuation of the I-YES pilots, as these have developed a great momentum and as it was explicitly requested by the constituents during the Vatutinki workshop; February 2010)

3.2 Difficulties in identification of lead institution for pilot project (only example: safe start in the construction sector, Baku, Azerbaijan; Trade Union has now taken the lead after failed initiatives by the Ministry of Labour and Social Protection and an independent consultancy firm; the pilot will now take off under the DW project)

Inspired by all **opportunities** created under the BYE project for i) strengthening social dialogue, ii) a multileveled capacity development programme, iii) study tours (to Netherlands, Spain and Ukraine), iv) concrete information and training services, (v) joint publications and studies, (vi) joint implementation of the project pilots and (vii) participation of many national staff in ILO-ITC training, **constituents in both countries repetitively requested the ILO to continue their support** in the field of Youth Employment promotion beyond the lifespan of the BYE project. The partnership in both countries reached more or less **comfort zones** in terms of having strengthened the core national expertise for improving youth labour market policies⁶ (advocacy, gender equity, enterprise development, entrepreneurship development, skills development, career guidance, incentives for employers through market and productivity improvement) and for a more effective strategy in preparing youth for their future, as they are moving from school-to-work, from work-to-more-decent-work, to-self-employment (and not only out of necessity) and eventually encouraging youth to take up an apprenticeship or to go back to school. In that approach no single young person will be excluded.

3. Overview of the main BYE project results

Main results under objective 1: policy development and mainstreaming of crosscutting themes

At the policy level in both project countries a clear vision developed on the importance of a **National Action Plan on Youth Employment (NAPYE)**. This awareness exists in Azerbaijan being a YEN lead country. However, as described above, the action plan was never finalized and there is a clear cry for inter-institutional and inter-ministerial coordination to be facilitated by the ILO in absence of a formal National Advisory Team on Youth Employment. The project was at least able to support the formation of an ad-hoc team and to provide injections to the implementation of activities mentioned in the draft NAPYE, as such providing an empirical foundation for the final action plan. In its final stage, the project also funded a study to assess the gender aspects of young people moving from school to work. The study made equally a strong appeal on how to renew the formulation of a relevant NAPYE, which would also address the gender imbalances in the country. The promotion of a NAPYE became also a main challenge in Kyrgyzstan, where this notion only strongly developed during the last year of project implementation. Initially it was felt that the general National Employment Strategy would cater enough, but was then followed by a youth chapter in the anti-crisis employment action plan and after another change of government followed by a formal request to the ILO to assist in the formulation of a NAP-YE for Kyrgyzstan. The April 2010 events put this request on a hold, awaiting stabilization of the political arena after the October 2010 elections.

The project's strong contribution to **Social Dialogue and Gender Mainstreaming** were already mentioned by the project's mid-term evaluation and various recent evaluations (like the ones for the DWCP-IP Kyrgyzstan, Social Dialogue under NICP, Gender Mainstreaming under NICP and the BYE self-evaluation - Vatutinki February 2010 -). ILO's contribution on these two aspects was indeed highly appreciated by the constituents. However, for the constituents it was not always clear that the initiatives to strengthen these crosscutting issues were also part of the BYE project. Though the mid-term evaluation had no clear opinion, this should rather be considered as positive, since the project is an instrument in ILO's work and towards the realisation of the DWCP-IPs. On the social justice day (ILO 90th year celebration), 28 April

⁶ Based on the recommendations prepared by the constituents at the end of the BYE project's predecessor, the BYE project strongly supported the implementation of policies on rapid appraisals, skills development and entrepreneurship development.

2009, the BYE project together with the Labour administration project presented to the Kyrgyzstan constituents a status study on Social Dialogue. This study was undertaken by the University of Amsterdam upon the request of the constituents and after a study tour to the Netherlands. The employers made it very explicit that the project was instrumental and successful in promoting social dialogue as it took it to all its intervention levels, stressing that it was also taken to the community level (specific case of Kizil Kia). The Azerbaijan partners had the opportunity to see the social dialogue functioning in Spain. In Azerbaijan the best case to show impact on social dialogue could be seen as the close cooperation between the various ministries and the social partners on the promotion of ILO's MST methodology. This is now done in full coordination with a minimum of ILO involvement, still fully recognizing ILO's catalyzing role.

Mainstreaming gender issues came out strongly in the promotion of reconciling work and family, which is now taken into the whole of the sub-region under the new DW project, gender audits (as this was done in Kyrgyzstan for the presidential apparatus, the parliamentary workgroups and the vocational education system) which generated unprecedented appreciation from the highest authorities in Kyrgyzstan, inviting the UNDP to apply ILO's gender audit methodology for wide replication. Gender mainstreaming at the national level had to be complemented by action at the micro level. The project was able to develop a strong gender network around one of the project pilots and promoted equal opportunities throughout all its pilots. Women entrepreneurship development had a focused attention, leading to the production of a WED study in both countries (this was done in close cooperation with UNECE), which has been followed by studies in the majority of the countries in the sub-region. The BYE project team was instrumental. The BYE networks on WED in both project countries, WED stakeholders and constituents from the different countries, will be gathering in June 2011. The culture of "reality check" in policy formulation initiated with BYE project resources and implemented in the pilots will be a major and relevant contribution to that forum.

Mainstreaming of **OSH** issues and addressing **HIV/AIDS** in the working place was done by linking the service networks with the OSH and HIV/AIDS networks. On these domains youth information centers are now supplied with written information in Azeri language. Awareness raising among the BYE support networks is still growing because of an ongoing integrated approach. This OSH-HIV/AIDS mainstreaming drive is totally sustained under the new DW project (making employment promotion and Occupational Safety and Health 2 out of 3 project pillars). It was a very natural component to be mainstreamed by the BYE project considering that good health is a first, often single and most precious asset of young women and men.

Major results under objective 2: institutionalization of service packages

Following the positive achievements with the service packages up to the mid of the project, **sustainability strategies** were developed for the provision of each of the ILO promoted training services in both project countries. As a final **evaluation exercise**, the project team in Kyrgyzstan organized a sustainability and self-evaluation workshop for the service networks. It showed again that all methodologies that are part of the BYE project portfolio (MST, SIYB, KAB) strongly rooted in Kyrgyzstan over the past project years. For each methodology institutional network was established, training materials were adapted and key-resource people were developed and are able to diffuse the programmes against the required standards. But there are still risks in reaching full sustainability over the next years, especially in terms of financial sustainability.

KAB and MST are strongly institutionalized in the Kyrgyz' state vocational education system. However, Kyrgyzstan is awaiting the October 2010 elections and institutional reforms, which may affect the institutional landscape substantially. In Azerbaijan it is a clear achievement that the Ministry of Labour and SPP and the Ministry of Education are now cooperating on ILO's Modular Skills Training programme. Upon the termination of the project, and independently from the ILO, a consultative body was set up

involving the social partners and other stakeholders. Consultants from the Ukraine Modular Training Institute and ILO-ITC, previously hired under the project are now directly contracted by the state partners.

Major results under objective 3: pilots for integrated youth employment strategies⁷

Pilot 1: One of the best pilot achievements is the creation of a **Youth Information and Counseling Center** in the rural and remote village of Lahij, Ismaili, Azerbaijan. After a consultative process considering employment intensive opportunities, it was decided to do a transformation of abandoned buildings into an information center + internet café; the construction works were carried out by young people and the center is managed by young people. The local employment center is fully involved, as well as the authorities. Ownership is fully with the Ministry of Labour and SPP. Young people, who had no place to gather to obtain information and training and no easy access to information regarding vacancies, have now access to this information hub. The government is committed to pay the salary for the center's manager and to replicate the model in the country.

Pilot 2: The WED pilot in the Ganja Azerbaijan region, with targeted activities concentrated along the BP pipeline developed full scope for a WED project to be funded by BP Azerbaijan. The WED network is strong and the full pilot process is step by step implemented in close coordination with the Ministry of Youth and Sports, guiding young women and their families to self-employment opportunities.

In both Azerbaijan pilots Local Advisory Teams have been set up, involving the key-ministries, the social partners and other stakeholders. The social partners made informative presentations to the targeted youth in both pilots, based on the pocket books they developed with project support.

Pilot 3: The textile sector pilot in Bishkek/Kyrgyzstan, lead by the employers and the trade unions, generated business to business links between Kyrgyzstan and Dutch businesses; the linkage programme has the full potential to develop a technology improvement dimension, helping Kyrgyzstan to develop its markets and protect jobs in one of the most important economic sectors. This linkage programme further impacts on the tourist sector, with the second largest Dutch touring operator planning to include Kyrgyzstan in its portfolio, creating potential for job creation along the tourism itineraries.

Pilot 4: A process of Local Economic Development (LED) in Kizil Kia, Kyrgyzstan has been implemented with the employers in the lead, a strong involvement of the local authorities, Local Employment Service, vocational training schools and non-state stakeholders. Participatory planning and social dialogue have proven to be strongly appreciated aspects of this LED approach, leading to a common economic strategy for developing certain trades and for involving the youth. Cherrie production has been identified as one of the growth sectors for employment creation, after which steps were undertaken to develop skills, entrepreneurship, cooperative management and technology around the identified trades. Such new opportunities, as well as developing the links between the light textile industry in Kizil Kia with intermediate markets in Bishkek reduces the call for migration of young people. The paradigm shift: "from preparing youth for migration to preparing youth for more national markets" could be observed.

In all pilot cases a group of 60 young women and men has been taken through the INTRO career guidance with the objective that nobody should fail; the appreciation for this "Dutch" approach is high. In Azerbaijan the ILO has been requested to assist in review of the employment law, using Dutch expertise, in order to enable the employment services to ensure incentives for such approach. This assistance will be covered by the new DW project.

⁷ All pilots described in Annex 3. Only four pilots will be described here as Pilot 5: "Safe start in the Baku construction sector" has not yet taken off, due to problems finding a lead institution. It is now ATUC who has stepped forward to take the lead on this pilot, now to be funded under the new DW project 2010-2013.

The pilots have also led to the formation of a team of **ILO certified I-YES facilitators** – being i) the pilot coordinators appointed by the constituents (non-ILO pay-roll), ii) focal points in the relevant ministries and iii) ILO’s national coordinators and project coordinators. The involved institutions have been awarded the accreditation of **ILO certified Youth Information and Counseling Center (YICC)**. The network of I-YES facilitators is able to initiate the process of tailor-made strategies for specific sectors or locations, based on the shared knowledge. The creation of the I-YES team and the YICC network (which includes the employment services, constituents’ helpdesks, youth career centers, etc, is considered to be an innovative and best practice for the sub-region (and probably more globally). In the sub-region, YICCs are now moving to the heart of ILO’s integrated approach for **taking the labour market policies and action effectively to the people**. This statement was strongly confirmed by the all constituents during the *“Self-evaluation and knowledge-sharing workshop on Integrated Youth Employment Strategies (I-YES)”*, *Vatutinki, Moscow, February 2010*.

4. End of project status in Kyrgyzstan

The project and all other ILO activities recently came to a stand still as a consequence of the **overthrow** of the political establishment (early April 2010). This clearly hampered the winding-up of the project and the tying of the project’s “loose-ends” at this final stage of the project. This could affect the impact as the responsible authorities have left. However, this affected less the social partners and the networks that the project was able to build-up; these are still largely in place. It is therefore expected that, as soon as the transition period till next elections is over (October 2010), that Kyrgyzstan will regain its momentum (though most likely under alternative and reduced project funding, like the ILO-DW project is providing).

The DWCP evaluation team observed that many activities listed in the DWCP were directly implemented by the project. This was done in full coordination with the NC and the constituents. The project activities in Kyrgyzstan could be implemented relatively smoothly as the BYE project team operated from the office of the National Coordinator. However, the risk of regional projects was still pointed out, as these tend to be less sensitive to the national priorities. But a relatively flexible implementation of the BYE project was indeed possible, able to react to the various crisis situations hitting the country and smoothly adjusted to a number of governmental changes. The project was actually commended by the evaluation team for its support to the government in times of crisis. Contrary to the concern raised by the DWCP evaluation team, the BYE project was the (only) ILO project that was centrally located in the Office of the ILO National Coordinator. The central location also facilitated direct links and cooperation with other UN agencies, as the BYE National Project Coordinator represented the ILO in many UN agencies’ meetings.

It is evident that the project was also coordinating/implementing various activities with other ILO projects, such as: status study on social dialogue with the Labour Administration project, KAB with the IPEC project, promoting OSH best practices (like WIND) and HIV/AIDS in the pilots by involving the SRO specialists and their expert networks, linking with the ACTRAV NICP project on reducing the informal economy deficits in the textile sector, promoting the employers on developing their competencies on Local Economic Development and Value Chain Upgrading (in close cooperation with EMPENT).

By promoting the development of employment opportunities in Kyrgyzstan itself (with the help of ILO and non-ILO experts), the project clearly became ILO’s “other side of the coin” programme, in contrast to the main concerns the migration projects had to address for workers abroad and those preparing for going abroad . A clear step has been set for joint work and integration with the migration teams in terms of strengthening skills training in employment growth sectors (like construction, but also in textile, agriculture and tourism). This should further assist the constituents and their labour market institutions in mitigating the pressure orienting many youth towards going abroad.

Separate NICP evaluations in Kyrgyzstan were further carried out on i) Gender Mainstreaming, ii) involving and strengthening the Social Partners and iii) the virtual resource platform (in which the project partners participated and to which the project contributed substantially). Because of the BYE project, the ILO (with limited presence in the country) was able to increase its profile and also its visibility among UN agencies, especially in the fields of gender audits and training services for skills & business development. The UN brochure on the gender challenge in Kyrgyzstan shows the results on “delivering as one”. Among other, ILO’s methodologies on Gender Audit, Gender Analysis of the Labour Market, Open Space methodologies for making young women and men speak out, have all received strong appreciation from the side of the government and the UN partners. The UNDP poverty reduction programme has become an active partner in ILO’s training programmes on SIYB and MST (both strongly promoted as part of the BYE project portfolio, now also implemented by other UN agencies).

With the recent political crisis (overthrow of the government, early April 2010) that followed shortly after the global crisis, ILO has been requested to take the lead in Youth Employment promotion. This is not only the result of expansive capacity building, both at the policy level as at the services level, but also because of the demonstration of real business development and employment effects in the Bishkek textile sector pilot and the remote Kizil Kia Local Economic Development pilot. The DWCP evaluation team noted a BYE initiative as a good example of the ILO’s contribution to policy development in its support provided to the Anti-Crisis Action Planning process upon the specific request of SCME⁸. The Government-led Anti-Crisis group action plan included a youth chapter. At the policy level gradually a clear vision was developed on Boosting Youth Employment among all constituents in Kyrgyzstan,

Strengthening Social Dialogue on Youth Employment featured as one of the strong contributions of the project. The employers, raising the need for effective dialogue at every occasion, made this explicit during the Vatutinki workshop (February 2010). Also the Gender Audit methodology introduced by the project team, triggered an excellent environment to further promote gender auditing and mainstreaming into networks of service providers and the project pilots. Promoting an enabling environment for more gender sensitive youth employment policies has proven to be very conducive, though major efforts still need to be undertaken to ensure more equal access to resources and opportunities for young women. The project has started to address gender issues energetically at the local and sector level. This was particularly the case in the **Kizil Kia LED pilot**.

National and international expertise was provided to the **Bishkek textile pilot**, initiating “**business to business**” and “**business to market**” linkages between the Netherlands and the Kyrgyz’ republic. This has already borne fruits in the field of textile (PERMESS and TOTAAL), where broader support may be expected from Dutch social partners (FNV, VNO) as well as from other interested parties now being sensitized (like the SAXION technical university and the cooperative RABO bank). The linkage programme also successfully spread to the tourism sector (OAD).

The mid-term evaluation raised the issue that the project pilots started slowly. But it was clear to all that networks and capacity needed to be built up first. It was even argued in the mid-term evaluation that these pilots require substantially more years, financial and human resources. The project network was still able to show that with relatively limited investment good scope for a better future can be generated for any group of young women and young men, in any specific sector or location. In the Vatutinki workshop, the constituents from Kyrgyzstan strongly advocated for strengthening of the pilots and their replication (Kyrgyzstan plus Azerbaijan cases). As the Dutch model was studied by the Kirgiz’ partners in 2008, it was fully acknowledged that employment investments need to be well targeted with the involvement of all partners. Those youngsters who are most independent should be motivated towards such independency with least investments. The scarce resources for employment promotion and possible incentives for employers should be reserved for the most vulnerable ones (and as per the Dutch model, where also the last

⁸ State Committee on Migration and Employment

should be given the opportunity not to fail). This approach advocates for a most rational use of scarce resources (especially in a resource poor country like Kyrgyzstan).

5. End of project status in Azerbaijan

The BYE project was also a substantial contributor to the Azerbaijan DWCP on the employment promotion priority. Project implementation followed the same logic, though national policy environment and institutional capacities differ substantially. The chosen I-YES pilots were also different, but mutually complement the Kyrgyzstan experience. The process for drafting and approving the **National Action Plan on Youth Employment (NAPYE)** started of well. But later it entered into a situation of **impasse**. Activities (capacity building and pilots) were still carried out in close partnership with constituents and NAPYE partners. With the encouragement by the project team, the Ministry of Youth and Sports facilitated that all NAPYE partners fully followed the spirit of the draft NAPYE. The adhoc **National Advisory Team on Youth Employment** actually became a body with permanent representatives. These were appointed by the involved ministries, the constituents and also included representatives of NGOs involved in project implementation.

Upon the failure to ratify the NAPYE, the project partners recently (during the Vatutinki workshop) requested the ILO to take a more pro-active coordinating position in order to secure an update of the draft (in line with the lessons learnt) and effective ratification of the NAPYE. This expectation was expressed by both key ministries (Youth and Sports and Labour and Social Protection of Population). In a joint effort first support was given to improving the youth labour market analysis (this study was completed and has a focus on the gender dimension). The ILO was also requested to provide further support to reviewing the employment law, in order to secure a legal environment for employment promotion and active labour market policies as promoted through the IYES and INTRO processes. Though the requests came to the ILO at the end of the project, this can objectively be considered as a sign of trust put into ILO's ways of working with the partners during the past years. Social Dialogue was further promoted during the study tour to Spain (June 2009, as a request from Azeri partners, following the positive experience of the Kyrgyz' partners going to the Netherlands). At various occasions, all constituents clearly expressed their appreciation for the efforts the project team made to promote dialogue and to ensure a more open flow of information (Vatutinki, February 2010; BYE wrap-up meeting, Baku, April 2010).

The service packages on skills and entrepreneurship training are more and more visible in the country; ongoing support for these service packages is expected under the newly drafted DWCP. All ILO promoted service packages are fully accepted by the involved government structures (youth, labour, education, economic development), even to the extent that the project team had to put some reservations on the spread of the training services to all ministries. Global best practices show that certain services are best placed in certain institutions and also, that a broad promotion should not start before adequate capacities have been developed. Putting out-of-school products only in the hands of ministries can be considered as a loss of scarce resources and loss of focus. For example: Ministry of Education is well positioned for KAB, but not for SIYB; Ministry of Education and Ministry of Labour for MST, Ministry of Economic Development (through its business service centers) for SIYB, Ministry of Youth, Labour and Education for INTRO Career Guidance. This notion has been accepted and the various ministries have developed human resources accordingly. MST is now actively implemented by Ministries of Education and Labour, is typically a programme that should work well in close coordination with the employers and to some extent with the unions. The employers and trade unions have only recently started to show their interest in the MST methodology.

SIYB is fully institutionalized by NGOs in the Ganja region. SIYB receives strong additional support from OSCE, which sees it more and more as an excellent tool to orient young people towards self-employment

opportunities and as such to reduce inactivity, extremism and lack of future. This is a clear concern which is now fully ventilated and shared by the two key ministries (youth and labour) as well ... and for which the ILO is requested to become partner in solving the problems of certain youth groups that are a threat to themselves and social stability in certain locations.

Two out of three project pilots have taken off well: young women entrepreneurship development (WED) promotion along the BP gazline close to Ganja and an employment intensive investment programme (EIIP) in Lahij, close to Ismaili. The **Ganja WED pilot** has been implemented by NGO and Youth Career Center, Bridge to the Future (upon the recommendation of the Ministry of Youth and Sports). Young women and their families are now exposed to a series of trainings and events, exploring their capabilities and opportunities for starting a business. The process is fully supported by Micro finance support, skills development (ILO-MST-network) and by a national experts group on women entrepreneurship promotion (an offspring of the employers' organization, or rather the old employers' team in which the ILO and the project invested a lot of resources). BP Azerbaijan showed an interest in supporting this pilot.

In the **Lahij EIIP pilot** local dialogue structures to discuss the youth employment issues have been strengthened. Like for Ganja, a youth profile has been drafted followed by an investment action plan to boost youth employment, aiming at least to keep young people busy with a more long-term perspective: preparing them for a safer job today and for having adequate entrepreneurial and/or vocational skills beyond. An internet café was established by young for the young, in the first place to help the young people to get better access to information on the World of Work. These initiatives triggered unexpected support from the community that supported the initiative further (including a business women interested in developing MST hair cutting training, followed by the creation of some job places and self-employment promotion).

The Safe Start pilot for the construction sector was put on a hold for follow-up under future projects. The pilot did not yet take off for various reasons. Poor performance by the Ministry of Labour on the theme, was followed by poor performance by an NGO. The Trade Union is now extremely interested to take the lead and to investigate and improve the work situation of young people in the sector. They were also not yet able to propose a concrete action plan that addresses the outsourcing by authorities to private enterprises, and securing at the same time current and future perspectives on safe work.

6. Final project evaluation

The BYE project underwent a **mid-term evaluation** in December 2008; the **final evaluation** consisted of a number of evaluation tools: the "Independent Evaluation of the ILO's Decent Work Country Programme for Kyrgyzstan: 2006-2009" (ILO-EVAL concluded that the BYE project was the most significant contributor to the implementation of the Kyrgyzstan DWCP-IP and that it would therefore not need an additional project evaluation; moreover, Kyrgyzstan was targeted for NICP evaluation on GENDER and SOCIAL DIALOGUE, reflecting the BYE-NICP project contributions); with the consent of ILO-EVAL a final self-evaluation workshop was organized in Vatutinki, February 2010, involving constituents from both project countries and in presence of constituents from Georgia, Tajikistan and the Russian Federation.

The Kyrgyzstan **DWCP evaluation** shows that the BYE project has been instrumental for the implementation of the DWCP in Kyrgyzstan. The full portfolio of BYE activities is reflected in the DWCP-IP. The project also contributed to the strengthening of social dialogue in the fields of Youth Employment, Training, Business Development, Gender Mainstreaming and Occupational Safety and

Health. The project successor, the Decent Work project “From Crisis to Decent Jobs”⁹ (funded by the Finnish Ministry of Foreign Affairs) is to a large extent designed to promote to other countries in the sub-region, the best practices laid down by the project partners in Kyrgyzstan and Azerbaijan.

“Self-evaluation and knowledge-sharing workshop on Integrated Youth Employment Strategies (I-YES)”, Vatutinki, Moscow, February 2010.

This workshop brought together the constituents and the representatives of all training service packages (MST, SIYB, KAB) from both project countries.

During the above mentioned **Vatutinki workshop**, it was stated that when the project started its operations, youth in both countries was not actively involved in problem analysis. A minimum of baseline data at the local and sector levels had to be collected, dialogue structures on youth employment were not in place, the requested training services were not supported with sufficiently competent networks, communication links were insufficiently open between policy making, the target groups and networks that make youth employment promotion operational (both at the sector and local levels). Against this background policymakers and constituents confirmed that the project contributed largely to a more open and effective partnership for concrete action on boosting of youth employment, building on the existing economic potential, the available human resources and possible financial resources coming from national and international resources.

Recommendations for follow-up to the BYE project achievements

1. To **assist the government** in collecting cost-effectively more reliable Labour Market Information, the finalization of gender sensitive National Action Plans on Youth Employment (if they indeed believe in the value added of these) and to review legislation, also facilitating effective incentive schemes (technical, legal and financial) for all stakeholders in order to secure roles and responsibilities. A special session was devoted to Labour Market and the gender dimension.
2. To take and **develop the I-YES experience** as empirically proven guidance for constituents; this will be a technical assistance programme towards a more effective and strategic approach on boosting youth employment (thus taking into account the available resources and the sector and local realities when implementing national policies and national action). The I-YES facilitators were able to present the pilots to the constituents, after which a social dialogue session was initiated to advice the I-YES facilitators and all stakeholders.
3. To **promote the INTRO methodology** as an effective career guidance approach to be adopted by all social partners, also with the understanding that this methodology claims that no one should fail (the “Dutch career guidance principle”) and that real employment opportunities are created through market development, business to business, job-matching and job-placement programmes. Thematical Groupwork was carried out for all service networks to show their ability to support and sustain their services as part of the INTRO methodology.
4. To continue to promote all aspects of the World-of-Work through a growing network of **Information and Counseling Centers** (including the PES centers, helpdesks of the social partners and other non-state actors, educational institutions, youth and career centers, OSH resource centers, help desks addressing the needs of vulnerable groups (youth, women, disabled, people living with HIV-AIDS, etc). A large group of ILO experts (HQ + Moscow) were resource people to the

⁹ The Finnish funded DW project 2010 – 2013, covers 8 countries in the sub-region and will introduce best practices on employment (with focussed attention on INTRO), Occupational-Safety and Health and Social Security. The project will be promoting these three pillars in an integrated manner as this was promoted during the BYE project. Employment, self-employment and social projection of the most vulnerable ones will receive full attention. The project team (employing most of the BYE staff) will be instrumental for additional resource mobilisation in order to optimise the expected impact from project activities undertaken under the BYE NICP funding.

workshop in order to sensitise and deepen the understanding of the various World-of-Work themes, giving a follow-up to expertise provided during the implementation of project activities.

5. To continue and improve national coordination of dialogue for **close cooperation with the social partners** as well as for further exploring and clarifying the role the social partners could play in the I-YES pilots and for improving the prospects of young women and young men moving from school to work, work to work and possibly from work back to education. The promotion of gender audits will be instrumental in securing that the vulnerable young men and women from all social groups will be included. The involvement of the social partners in the workshop was excellent as it showed their commitment to and ownership in the I-YES pilots and as such also provided them an opportunity to point at the project's areas for improvement to involve them even more at all levels and stages.
6. To continue streamlining project activities **under the DWCP-IP and in line with UNDAF** (as this was clearly the case in Azerbaijan) and to develop **close technical cooperation with other UN agencies** (as this was clearly the case in Kyrgyzstan). The ILO National Coordinators concerned with the issue were able to draw full attention to this aspect in country specific sessions and reconfirmed full awareness of the national stakeholders.
7. To promote better ownership, impact and sustainability; this can only be reached because of continued close coordination, planning and communication with the constituents and **visualization of joint project achievements** (like this is the case for many aspects under the BYE project: gender audits, NAPYE and NATYE, service packages and pilots).
8. To spread the **lessons learnt** under the BYE project to 8 countries (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan) under the new DW project ("From crisis to Decent Jobs"); also the Russian Federation has shown interest by attending the February 2010 Vatutinki BYE knowledge sharing and self-evaluation workshop. The launch of the new DW project was announced and received full appreciation.

7. Conclusions

Although the fact that the BYE project has come to an end, the BYE networks and BYE pilots continue their operations, because of (i) the I-YES facilitators being independent and (ii) continued ILO project support under the new DW project. The DW project however, has to cover 8 countries, a larger portfolio, with fewer staff. This means that there is an urgent need for increased efficiency, but also for expanding the project team, as the team's availability is already stretched to its extremes.

I-YES and INTRO action learning tools were finally shared with and validated in presence of all constituents and main project partners during the above mentioned major project event on "knowledge sharing and self-evaluation" (Vatutinki, February 2010). The knowledge sharing was aimed at strengthening the links between project partners and to provide a better overview of the Integrated Youth Employment Strategies, as it is promoted by the project team, making all links and potentials more visible. This major event brought project partners together from both project countries, but also involved the social partners from Tajikistan (as it adopted Youth Employment as priority in their new DWCP), Georgia (being a lead country on Youth Employment) and host country Russia (committed to youth employment promotion in close partnership with the employers).

In the learning process described above, implementing the large portfolio of BYE project activities within the framework of the DWCP, the project team was also able to conceptualise the INTRO programme as part of a broader promotion of Integrated Youth Employment Strategies (I-YES). All service packages (MST, KAB and SIYB) were therefore represented by national key resource people from both project countries (as they were developed and positioned with project support). The project pilots were represented by a team of **young I-YES facilitators** (also developed with project support), able to convince the constituents on the different I-YES models, highlighting the need for linking micro with macro level. Without exception, all constituents were already fully involved in the pilots. The non-project countries highly appreciated the project outputs and outcomes, especially as these were explained and analysed by the project partners themselves.

Evidence of project performance can also be observed from the **letters of appreciation** received from most of the constituents and the interest shown by donors, especially in these times of crisis. INTRO (as part of the I-YES concept) is now developing in the sub-region as a flagship methodology for Boosting Youth Employment as it provides concrete support to young women and men. Two videos ("My Skills My Future" and "Open Space on Youth Concerns" in English & Russian¹⁰) were developed showing the I-YES processes promoted by the project and the opportunity given to young people to express themselves in an environment where this is not necessarily a tradition (using the Open Space methodology).

Clear outcomes (and unexpected spin-off) of the project, as expressed by the constituents, are:

Objective 1: An enabling environment for social dialogue on Youth Employment

- Social dialogue strengthened on Youth Employment (and beyond), both at national and at sector/local level.
- Constituents and key project partners jointly develop youth employment policy recommendations and take the lead in youth employment promotion, based on a clear concept for affordable employment investments (promoting information and training towards real opportunities in a given sector or locality).

¹⁰ Can be downloaded from the ILO website:

[http://www.ilo.org/global/About the ILO/Media and public information/Broadcast materials/Video News Release/lang--en/WCMS_097846/index.htm](http://www.ilo.org/global/About%20the%20ILO/Media%20and%20public%20information/Broadcast%20materials/Video%20News%20Release/lang--en/WCMS_097846/index.htm)

Objective 2: Access to essential training services relevant for youth

- Competent networks for training services; sustainability strategies for each of the training services are drafted.
- A work of young I-YES facilitators is recognized as “best practice” and the I-Yes network is able to apply this best practice to new sectors and locations; ILO ITC started negotiations with project team to develop a “region borne” course on the development of I-YES facilitators.

Objective 3: Implementation of specific Integrated Youth Employment Strategies (I-YES)

- Real employment perspectives for youth in sectors and locations developed (by applying different strategies depending on sector, location and target group).
- Ability of the network to respond to employment challenges and to mitigate the effects of various crises in the pilot locations and sectors.

In general:

- Constituents’ desire that the project’s good practices will be continued under the new DWCP supported by the Finnish Ministry for Foreign affairs (“DW project”), implemented by the ex-BYE project team, recently having received the trust to implement the project in 8 countries for an even larger portfolio (Employment, Occupational Safety and Health and Social Security in support of the implementation of Decent Work Country Programmes).

September 2010

Annexure 1: Vatutinki knowledgesharing and self-evaluation

Boosting Youth Employment (BYE) using an integrated approach in the framework of DWCPs in Azerbaijan and Kyrgyzstan¹¹ July 2006 – April 2010

A. ASSESSMENT OF PROJECT RESULTS BY THE PARTICIPANTS: BASED ON ANSWERS PROVIDED TO THE ANONYMOUS PARTICIPANT SURVEY

The project evaluation questionnaire was developed by Evaluation Manager as a tool to generate participants feedback and assessment of the overall results of the project. The questionnaire has 5 questions, inquiring about the quality of project outputs, project contribution to constituents' capacity building on YE, and achievement of three objectives of the project. The questionnaire was distributed to the project constituents and implementing partners on the last day of the workshop on February 20, 2010. As of March 1, 2010, we have received 10 completed questionnaires (3 from Kyrgyz participants and 7 from Azeri participants).

40% of the respondents assess the quality of products and services as "good" and very good; 50% think that the quality was excellent. 100% of the respondents positively assess the project's contribution to constituents' capacity building on YE ("good" and "very good").

Only 10% of the respondents assess the progress on each of the three Objectives as "satisfactory". But 80% of the respondents assess the project progress towards achieving Objective 1. as "good" and "very good"; 10% as "excellent". Assessment of progress on Objectives 2 and 3 is approximately the same (90% in the "good" and "very good" group).

As compared with Objectives 2. and 3., performance on Objective 1. is seen as the best.

B. SNAPSHOT OF MAJOR PROJECT ACHIEVEMENTS (AS HIGHLIGHTED BY THE WORKSHOP PARTICIPANTS):

1. Created multi-disciplinary teams to work on youth employment in two target countries;
2. Promoted National Action Planning as a tool to enhance youth employment;
3. Generated local demand for international best practices on YE;
4. Promoted gender mainstreaming at the top level of public governance through capacity building and testing of the ILO gender audit methodology;
5. Mainstreamed Safework approach through service providers (in KYR);
6. Triggered policy-level initiatives on Safework in AZE based on ILO contributions and best practices
7. Enhanced skills and expanded the knowledge base on entrepreneurship at the individual and institutional level (training packages in local languages; networks of specialists, master trainers, tutors)
8. Promoted carrier guidance services through employment services (in AZE)
9. Carrier guidance networks have been built in both countries
10. Established four pilots (two in each country) to test all the tools, make adjustments and adapt them to the local conditions, and to the needs of young people; developed SIYB and other service packages; trained master-trainers
11. Integrated KAB training packages into the overall system of professional education in Kyrgyzstan

C. ASSESSMENT OF THE PROJECT OUTCOMES BY KYRGYZ CONSTITUENTS:

- According to Kyrgyz constituents, the issues handled by the project should be included into the new DWCP, which is currently under development, so that work goes on with the ILO's support.
- According to the Deputy Minister of Labour of Kyrgyzstan, the pilots, Kyzy-Kia in particular, are the kind of "infrastructure building" projects, which the country needs a lot. This experience should be supported, documented, and spread as a good practice example to the other regions around the country.
- According to Mr. Kadyrov, Chairperson of Kyrgyz Employers Organization, the significance of the project is not only in boosting YE, but, even more importantly, in boosting social dialogue in Kyrgyzstan. One of the major achievements of the project is related to the following: up until recent times, certain clauses of the General Tripartite Agreement only existed on paper and were treated formally. For the first time ever, with the crucial help of the project, social dialogue with the government has been promoted top-down, from the national level to the local level. This is an example-setting achievement of national significance, which should be emphasized and promoted further. The project established a new approach, whereby various stakeholders can solve economic development problems at the primary level (local level) in a collaborative manner together. This practical experience helped local constituents to acquire social dialogue skills, to learn how to discuss local development issues in multilateral format. This is a first time in the country, when a true social dialogue is taking place locally. And this is the first example of a bottom-up action planning in Kyrgyzstan. It has a big potential for replication in other regions/areas.

D. LESSONS LEARNT

Definition by the ILO evaluation unit :

- 1) A lesson learned is a specific type of knowledge that conveys understanding and information one has acquired through learning or experience.
- 2) Knowledge that concisely captures the context from which it is derived. By this is meant that a lesson to be learned is always immersed in a well-defined context from which it is captured. It may be captured from a project's successful outcomes as well as unsuccessful outcomes. Project clients, be they internal or external, learn¹² from both project highs and lows.
- 3) Knowledge that is significant such that, when applied (reused), is able to impact on operations and guide practice in some concrete way. Indeed, a lesson learned must be significant, which means valuable and worth considering in that it helps to detect the underlying factors of both successes and failures and to highlight paths towards strengthening positive results and improving delivery in later project steps, or future projects.
- 4) Knowledge that is valid. It is assumed that by valid is meant factually and technically correct. A given knowledge is well-grounded so as to be credible to the intended users and to provide them with a clear and valuable description of what has been learned.
- 5) Knowledge that is replicable in that it is not constrained by specificities (e.g., time, organization and/or situation), therefore it is applicable to alternative and other future settings. In fact, a lesson learned is a knowledge which must be applicable. It is essential for a lesson learned to be applicable to later stages in the project cycle, or to future settings. This addresses the conditions within which a lesson learned may be perceived as suitable and therefore applied. Two aspects are worth noting with respect to lesson learned applicability: 1) the likelihood of occurrence (e.g., high or low) and 2) the intended effect (e.g., great or small).

¹² It is assumed that by *learn* is meant to develop insights, knowledge, understanding, meanings and linkages between implemented actions and achievements; reflect on how accountable and effective these actions are and how well project expectations are met.

E. THE MAIN LESSON LEARNT

The concept of **Integrated Youth Employment Strategies (I-YES)** with in it embedded the **INTRO career guidance programme** has been the main lesson learnt. I-YES captures the broad project portfolio and the way the constituents and project partners were able to implement policy advice, information and training service packages and I-YES pilots, bringing all elements together in a concrete sector or location. The experience and lessons learnt are worth being documented in an operations manual, which will be a valuable document as a next step to the YEP guideline for a drafting a National Action Plan on Youth Employment. *The I-YES implementation process became the main lesson learnt of the BYE project, as it provided a large amount of new insight son how to mobiles expert networks affordably on a specific youth challenge.*

F. THE MAIN LESSON LEARNT ANALYSED AS PER THE EVAL UNITS' SUGGESTED WORKSHEETS

1: Worksheet for Capturing Lessons Learned

A lesson learned is a specific type of knowledge that conveys understanding and information one has acquired through learning or experience. Thus, lessons learned are communication medium of what has been caught up throughout a project life cycle.

Criteria	Yes	No	N/A
Is the potential lesson significant? In other words, does it deal with a non-trivial matter?	√		
Does the potential lesson concisely capture the context from which it was derived?	√		
Is it clear in which situations the potential lesson could be reused in the future?	√		
Does the potential lesson identify target users?	√		
Does the potential lesson specifically suggest what should be repeated or avoided in future contexts?	√		

2: Worksheet for Validating Lessons Learned

Lessons generated by evaluation and captured from evaluation reports are normally submitted to a validation process. Validating lessons learned consists of reviewing them to confirm whether or not they meet one or more of the criteria found below.

Criteria	Yes	No	N/A
Conformability (and objectivity)—were the lessons to be learned taken from the evaluation findings?	√		
Reliability (and dependability)—were the lessons to be learned consistent with the findings, conclusions, and recommendations contained in the report?	√		
Internal Validity (Credibility)—were the lessons to be learned credible to the key stakeholders (project management team, project partners, funders and others clients)?	√		
External Validity (Transferability and Fittingness)—were the lessons to be learned generic enough to be replicated in other settings?	√		

3: Worksheet for Reusing Lessons Learned

The reusing process focuses on encouraging and promoting lessons, which have been screened and validated, to be used by organizational members. This aims at making them more knowledgeable on how to effectively support organizational objectives of repeating successful outcomes and unsuccessful outcomes.

Rationale: What is the justification for reusing this lesson?		
What happened? - I-YES pilots were developed responding to specific challenges, needs and conditions of youth groups.	Why did it happen? - It happened because different youth groups require different responses to their opportunities and problems. Specific strategies need to be developed using the existing opportunities and the available human and financial resources.	Why is it important? - The development of tailor made I-YES pilots is important and relevant as new groups are identified, new specifics emerge and crises appear unexpectedly.
Preconditions: What preconditions must exist in order for the lesson to be reused?		
<p>- The precondition is that all constituents fully understand the I-YES and INTRO concepts. This was largely achieved during the Vatutinki workshop (February 2010). It is also important that the network of I-YES facilitators will be politically supported, technically strengthened and prepared for taking their combined experiences elsewhere and to new youth challenges.</p> <p>- Constituents and beneficiaries should also embrace the notion of national resource mobilisation for employment investments. These should guarantee that those that are most independent will pursue their career orientation and those that are least independent and most vulnerable groups will equally be given opportunities (as per the INTRO concept).</p>		
Lesson suggestion: Specifically what does the lesson suggest should be repeated or avoided in future contexts?		
<p>- The I-YES cycle has in the first place to respond to the sound logic of any project management cycle. First step is the identification of a pilot coordinator by the leading constituent. Next is the need for baseline data (rapid local labour market information combined with a youth employment situational analysis and/or youth profile and/or a sector study). This followed by the strengthening of local/sector partnership and dialogue structures, able to use the collected information in starter activities and to discuss a youth employment investment matrix for further intervention (youth employment investment and action plan). Real employment opportunities will be developed because of real employment investments, business development, partnerships, business and market linkages. In parallel service structures need to be prepared and strengthened for providing relevant information and training to young women and young men, using the INTRO “best practice” sequence (targeting the youth considering their level of dependency). Continuous dialogue need to be promoted in order to monitor and evaluate the I-YES action and investment plans.</p> <p>- Standard recipes and blueprints for youth employment creation do not exist. A large portfolio of starter activities has therefore been tested and should be considered. All social partners and relevant government institutions and authorities need to be informed about progress. Ownership and sustainability will be achieved if all partners participate, to the extent possible, in all stages of the micro project cycle. Employment investments need to be limited to affordable dimensions (as per the BYE experience). International expertise can only be used on an initial and incidental basis and need to be sustained in through capacity development of the constituents, the national I-YES facilitators and other key partners. The I-YES facilitators need to be young, energetic and independent from the project in order to promote effective strategies for the young. This requires understanding of youth (being connected to them), flexibility, initiative, perseverance, patience and a substantial amount of energy.</p>		
Applicable task: To which task can this lesson be applied? E.g., activity, a decision or a given organizational process		
- This lesson can be applied to all youth employment promotion and actions oriented to the inclusion of vulnerable groups in the labour market. Responsible institutions for youth employment promotion are advised to consider the lesson learnt, as few projects or agencies were able to test such a large portfolio in a limited amount of time. The NICP BYE project made this possible.		

Annexure 2: Summary Mid-term-project-evaluation

Boosting Youth Employment (BYE) using an integrated approach in the framework of DWCPs in Azerbaijan and Kyrgyzstan¹³

July 2006 – December 2008

A. MAIN FINDINGS OF THE MID-TERM EVALUATION

- The Project enjoys a good reputation in both countries. The high quality of technical assistance in the areas like gender equality and gender mainstreaming, incorporation of gender approaches in the development of youth employment policies and programs, as well as the implementation and adaptation of the internally recognized modular training methodology (Modular Skills Training/MST) and Start and Improve Your Business (SIYB) and Know About Business (KAB) service packages for promoting entrepreneurial education were particularly praised. The Rapid Market Assessment (RMA) tool has also been successfully tested for providing opportunity for the training providers to swiftly assess the situation from the prospective of a most effective economic activity and related training needs.
- The Project relevance cast no doubts, since the Project is in line with the priorities of national development and fully meets the needs for productive and decent employment of the youth. The Project Log-Frame (objectives (outcomes), indicators, interventions) is adequate, though it has some inconsistencies in the formulation of some indicators. However, at this stage it would not be appropriate to introduce changes.
- An adequate progress has been detected in the attainment of Outcomes 1 and 2, so there is a high probability that those outcomes will be achieved. The Project is organically matched with the Decent Work Country Programme in Azerbaijan and Kyrgyzstan and is contributing significantly to the implementation of both Programmes.
- It is recommended to improve the work related to Outcome 3. The development of Integrated Youth Employment Strategies for boosting youth employment for the pilots (sectors and areas) is still at the initial stage. It looks highly questionable to get empiric evidences and have them generalized and used at the national level in such insufficient time remaining. Presumably, the Project would not have enough time to fully develop, implement and assess all four pilots (2 in each country) varying in social and economic contexts (sectoral, urban, rural). A certain risk is connected also with the need to involve local experts with adequate experience and local management capacity, which may be problematic to make available. The Project will need to strengthen efforts to capacitate local staff/experts, including in the organizations of tripartite partners.
- It should be also taken into account that due to the unfolding global financial crisis problems might emerge for the implementation of the pilot in construction sector (exacerbated by eventual difficulties in the sector performance and in-flows of young labour migrants returning from abroad).
- As for management efficiency, it should be noted that the actual start of the project was made with certain delay. The Chief Technical Adviser and national experts were made available for their duties 6 to 9 months after the official launch of the Project. Since that time on wards, the Project team has been performing consistently and managed to organize a productive working process with the use of all Project and ILO resources and tools and maximum effectiveness. However, the time lost at the initial stage would be difficult to compensate.
- In terms of sustainability and achieved changes, it is too early at this stage to evaluate the Project under those criteria. However, even now there is a high probability for the Project to have a long-term impact and

¹³ *The Report Summary was prepared by Ms. Irina Sinelina, ILO SRO Evaluation Officer, on the basis of the Mid-Term Evaluation Report made by Mr. Wolfgang Schwegler-Rohmeis, Ms. Aida Jomongulova and Mr. Elchni Maharramov (full text in English containing 54 pages)*

to produce tangible results. It looks convincingly evident that the environment for development of youth employment strategies has become and is becoming more and more enabling in both countries as a result of Project activities.

- A sound progress has been achieved in the institutionalization of integrated service packages Start and Improve Your Business (SIYB) and Know About Business (KAB), as well as Modular Skills Training (MST), especially in Kyrgyzstan. The probability is very high to have a lasting sustainable effect in this area. The official and licensed incorporation of the MST and KAB training programs into vocational training curricula can qualitatively change the existing situation and prove the commitment of national partners to keep using these service packages. As potential risks it should be noted that the use of such products entails additional expenditures (equipment, training of trainers, etc.).
- At the same time there is a threat that the pilots fail to bring about expected practical and proven results for the elaboration of Integrated Youth Employment Strategies. Such concerns are mostly related to the deficit of resources (time and human resources). Even if the pilots are completed successfully, there will be limited time available for the analysis and assessment of their outcomes.

B. CONCLUSIONS AND LESSONS LEARNT:

- 1) Indicators for projects of such scope require more profound elaboration. In projects covering two or more countries a separate planning by country would be more meaningful to have a clear vision what interventions are to be carried out and in what country.
- 2) A clear and detailed planning on how resources are to be used in project of such complexity is a major success-contributing factor. The project looks like understaffed a bit, especially in terms of work-hours in the project countries. It is also necessary to have a more precise evaluation of partner potential when it comes to implementing of project of such magnitude and complexity.
- 3) For big projects like this one, the duration of 4 years poses a certain risk. Taking into consideration the magnitude of objectives to achieve, the duration of 6 years (two times per 3 years) may be more adequate. For evaluation of such projects two international experts having more work-days assigned would be more appropriate.
- 4) Creation under the Project of National Advisory Teams (Groups) involving tripartite partners and major organizations concerned is absolutely necessary for the successful implementation of information and communication strategy.
- 5) The ILO service packages respond to the needs of young women and men and are easily adaptable to a country's national context (MST, SIYB, KAB, Gender Audit).

ANNEXURE 3. OVERVIEW OF IYES PILOTS INITIATED BY THE PROJECT

List of I-YES pilots initiated by the BYE project - evidence of impact through an integrated approach -

The Boosting Youth Employment Project facilitated the development of pilots for demonstrating Integrated Youth Employment Strategies. This is a response to the 2005 ILO-ILC policy framework paper on Youth Employment: also stating, bringing the policies from a macro level down to the micro level, also meaning to take the effects visibly to the young women and young men. The project was able to show the constituents that there is no one single recipe for addressing youth in a given sector or location. The chosen strategy fully depends on the employment context and the resources available. With an adequate strategy chosen, in full tripartite and multi-stakeholder dialogue, equally involving the young women and young men themselves, the available resources could lead to an excellent impact and which can be achieved with relatively limited resources (an investment in between 200 and 1000 usd /person). Technical Cooperation on promoting four BYE pilots was able to demonstrate results, and this in the first place because the constituents have ownership and are in the lead.

The starting point in each of the pilots was to apply a concept for job creation:

1. Women Entrepreneurship Development in Ganja region, along the BP pipeline , North-West Azerbaijan
2. Value Chain Upgrading of the textile sector in Bishkek, Kyrgyzstan
3. Local Economic development in Kizil Kia, Batken province, South Kyrgyzstan
4. Employment Intensive Investment programme, Lahij, Ismaili, North Azerbaijan

The above presented sequence is deliberately done to show that employment investments should go to those who are most vulnerable and in need. Entrepreneurship filters out those people that are rather independent and can be first on their own account. Not much job creation (social) investment should be targeted at them, as the intrinsic incentives for the economic actors could be many (market development, good income, productivity improvement). A next group should find jobs through job matching and adequate training, because of growth and growth potential in the sector. Yet a next group may need more assistance and could eventually be helped by initiating small scale economic activities (like the Kizil Kia cherry project). For those who can not be on their own account, who find it difficult to find a job, there should be job placement and apprenticeships. Those stubbornly unemployed or not decently employed should be taken care of through social/public investments and employment intensive investments (like this is the case in Lahij).

Implementation of a concept for job-creation is immediately followed by the training of a pilot group of 60 young women and men. In all pilot cases a group of 60 young women and men has been taken through the INTRO career guidance with the objective that nobody should fail; the appreciation for this “Dutch” approach is high. In Azerbaijan the ILO has been requested to assist in review of the employment law, using Dutch expertise, in order to enable the employment services to ensure incentives for such approach. This assistance will be covered by the new DW project.

Pilot 1: Ministry of Youth in the lead. The WED pilot in the Ganja Azerbaijan region, with targeted activities concentrated along the BP pipeline developed full scope for a WED project to be funded by BP Azerbaijan. The WED network is strong and the full pilot process is step by step implemented in close coordination with the Ministry of Youth and Sports, guiding young women and their families to self-employment opportunities.

In both Azerbaijan pilots Local Advisory Teams have been set up, involving the key-ministries, the social partners and other stakeholders. The social partners made informative presentations to the targeted youth in both pilots, based on the pocket books they developed with project support.

Scope for impact: effective mobilisation of the WED Ganja network, supported by the Ministry of Youth and Sports with potential to mobilize funds from BP and OSCE on a continual basis

Continued expert support: from SEED-HQ on WED and SKILLS

BYE injection: national and international expertise, funding of pilot coordinator, WED study, youth profile, INTRO training

Pilot 2: Employers and unions in the lead. The textile sector pilot in Bishkek/Kyrgyzstan, lead by the employers and the trade unions, generated business to business links between Kyrgyzstan and Dutch businesses; the linkage programme has the full potential to develop a technology improvement dimension, helping Kyrgyzstan to develop its markets and protect jobs in one of the most important economic sectors. This linkage programme further impacts on the tourist sector, with the second largest Dutch touring operator planning to include Kyrgyzstan in its portfolio, creating potential for job creation along the tourism itineraries.

Scope for impact: Opening of markets through mobilisation of Dutch businesses and Dutch research institutions; employers confirm incentives being markets and productivity improvement (through safe work and risk management) and cost reduction (reduced energy consumption; EIIP expertise)

Continued expert support: from SEED-HQ on VCU and SKILLS

BYE injection: National and international expertise, funding of pilot coordinator, sector study, INTRO training, support to business to business linkage programme, support to TU programme on promotion of formation of unions in the informal sector

Pilot 3: Employers in the lead. A process of Local Economic Development (LED) in Kizil Kia, Kyrgyzstan has been implemented with the employers in the lead, a strong involvement of the local authorities, Local Employment Service, vocational training schools and non-state stakeholders. Participatory planning and social dialogue have proven to be strongly appreciated aspects of this LED approach, leading to a common economic strategy for developing certain trades and for involving the youth. Cherrie production has been identified as a one of the growth sectors for employment creation, after which steps were undertaken to develop skills, entrepreneurship, cooperative management and technology around the identified trades. Such new opportunities and developing the links between the light textile industry in Kizil Kia with intermediate markets in Bishkek reduces the call for migration of young people. The paradigm shift: “from preparing youth for migration to preparing youth for more national markets” could be observed.

Scope for impact: Mobilisation of local and regional resources on LED and on the preparation of youth participating in the INTRO programme. Mobilisation of national public resources for replication. Full involvement of employers and government; Trade unions still quite inexistent; could improve when introducing WIND and legal aspects of employment.

Continued expert support: from EMPENT-HQ on LED and SKILLS; Partnership possible with Bernadotte-Sweden institute on conflict reduction through LED.

BYE injection: International expertise, funding of pilot coordinator, local SitAn on YE, INTRO training, support to nursery development

Pilot 4: Ministry of labour in the lead. One of the best pilot achievements is the creation of a **Youth Information and Counseling Center** in the rural and remote village of Lahij, Ismaili, Azerbaijan. After a consultative process considering employment intensive opportunities, it was decided to do a transformation of abandoned buildings into an information center + internet café; the construction works were carried out by young people and the center is managed by young people. The local employment center is fully involved, as well as the authorities. Ownership is fully with the Ministry of Labour and SPP. Young people, who had no place to gather to obtain information and training and no easy access to information

regarding vacancies, have now access to this information hub. The government is committed to pay the salary for the center's manager and to replicate the model in the country.

Scope for impact: Adoption of the concept of Youth Information and Counseling Centers by the ministry of Youth and Sports and the Ministry of Labour and Social Protection of population. Replication is envisaged through national resources. The commitment exist to pay the salaries of the managers of YICCs by the MoLSPP.

Continued expert support: from EMPINVEST-HQ on EIIP

BYE injection: International expertise, funding of pilot coordinator, youth profile, enterprise culture assessment, INTRO training, support to creation of YICC-Internet Café

Pilot 5: Trade Union in the lead. The pilot on Safe Start for young people in the Baku construction sector did not yet take off, but is in the leading hands of the trade union.

Scope for impact: National Safe Start Campaign funded by national resources and projects.

Continued expert support: from OSHA-Bilbao

BYE injection: International expertise, sector studies, conference

ANNEXURE 4. LIST OF TRAINING TOOLS AND MATERIAL DEVELOPED/ADAPTED/TRANSLATED BY THE PROJECT

1. ***Guide for a National Action Plan on Youth Employment.*** Translated from the ILO English version into Russian.
2. ***Gender aspects of the Youth Labour Market.*** A sub-regional report from 2006 comparing trends in the from school to work transition (Baskakova).
3. ***Gender aspects of young people entering the labour market.*** A survey report carried out in Azerbaijan in 2010 (Baskakova).
4. ***Guide to Gender Audit.*** A tool developed by the Dutch SNV, adopted and adapted by the ILO. The project was able to develop a network for gender audits, applying the tool to the presidential administration, parliamentary workgroups and the vocational education system. UNDP Kyrgyzstan is promoter of the tool.
5. ***Status study on Social Dialogue in Kyrgyzstan.*** This study was carried out by E. Vermeer, professor from the University of Amsterdam in December 2008 (also crown member of the Social Economic Council). This study was conducted upon the request of the constituents after a study tour to the Netherlands. The results were presented during ILO's 90th years of social justice anniversary.
6. ***Know About Business.*** An awareness raising and business education tool for students in various stages of education. Mostly applied in the vocational education system. Teachers develop into trainers and key facilitators for dissemination of the methodology throughout the education system. The package comes in 9 teacher's modules and a learner book.
7. ***Start and Improve Your Business.*** A basic training course on starting a business and improving management skills. In three steps: Generate Your Business Idea, Start Your Business and Improve Your Business. This package comes with the interactive SIYB Business Game for realistic simulation of running businesses. Trainers and Master Trainers operate on the open market as providers of Business Development Services (including training).
8. ***WED Capacity Building.*** Resource guide for WED practitioners. Adapted by the employers in Azerbaijan.
9. ***GET Ahead.*** "Level One" Trainer guide for WED practitioners. Translated from the English original
10. ***Modular Skills Training.*** This competency based training material is developed by ILO accredited MST package developers. Teams available in both countries. Around 50 packages available. For use by the vocational education system (ministries of labour and/or education) and on the open market (employers and other non-state-actors).
11. ***INTRO (Introduction, Training and real opportunities).*** A career guidance tool that includes sessions on the World-of-Work, followed by guidance through a process for considering entrepreneurship, job-matching, job-placement and back to education. Facilitators of Integrated Youth Employment Strategies are the main moderators for the INTRO programmes. Additional sessions are proposed by the constituents based on youth employment fact sheets and pocket books.
12. ***Reconciling Work and Family Responsibilities (country specific fact sheet).*** Facts on the the day to day division of responsibilities and answers to improving gender equity in the family, promoting equal opportunities for women and men in the labour market, as well as in their private life. Also to be used in info session as part of the INTRO programme.
13. ***Gender aspects of the Labour market (country specific factsheet).*** Facts on the labour market, with specific attention for disaggregated data. Also to be used in info session as part of the INTRO programme.

14. ***HIV-AIDS in the workplace (country specific factsheet)***. Facts on the prevalence of HIV-AIDS, statements, stereotypes and contact addresses for further information and references. Also to be used in info session as part of the INTRO programme.
15. ***Pocketbook “A creative generation”***. Developed by the employers and business trainers in Azerbaijan in order to explain the challenges of youth entrepreneurship. Also to be used in info session as part of the INTRO programme.
16. ***Pocketbook “Legal aspects of youth employment***. Developed by the trade unions in Azerbaijan in order to prepare youth better on their rights and duties. The material is based on a similar publication produced by the Dutch trade union (FNV). Also to be used in info session as part of the INTRO programme.
17. ***Pocket book “Health is your asset”***. This pocket book deals in the first place with issues related to people living with HIV-AIDS. Also to be used in info session as part of the INTRO programme.
18. ***Resource guide for Integrated Youth Employment strategies (early draft)***. Summarizing the large portfolio of the project in order to show to the constituents the large variety of tools, methods, strategies for boosting youth employment. All pilots for Integrated Youth Employment Strategies are included.
19. ***Resource platform for methodologies and e-learning***. An IT tool developed in close cooperation with ITC Turin, in order to secure the availability of materials in the Russian language, forum for practitioners and e-learning platform.
20. ***Working paper: Women Entrepreneurship in Kyrgyzstan***
21. ***Draft paper: Women entrepreneurship in Azerbaijan***
22. ***Paper: Youth employment in the textile sector***