ILO EVALUATION

o   Evaluation Title: Work4Youth-Improving decent work opportunities for youth through

knowledge and action

o   ILO TC/SYMBOL: GLO/11/01/MCF

o   Type of Evaluation: Final Independent

o   Country(ies) :   Armenia, Bangladesh, Benin, Brazil, Cambodia, Republic of Congo, Colombia, Dominican Republic, Egypt, El Salvador, Jamaica, Jordan, Kyrgyzstan, Lebanon, Liberia, FYR Macedonia, Madagascar, Malawi, Republic of Moldova, Montenegro, Nepal, Occupied Palestinian Territory, Peru, Russian Federation, Samoa, Serbia, Sierra Leone, Tanzania, Togo, Tunisia, Uganda, Ukraine, Viet Nam, Zambia

Countries visited: Egypt, El Salvador, Malawi, Togo, Samoa, Ukraine

o   Date of the evaluation: 8 July 2016

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o   ILO Administrative Office: EMPLOYMENT

o   ILO Technical Backstopping Office: YEP

o   Date project ends: 30 November 2016

o   Donor: country and budget US$ The MasterCard Foundation, $14.6 million

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o   Evaluation budget : $80.000

o   Key Words: Youth employment, education, labour market statistics, policy development

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

Contents

Executive Summary

Work 4 Youth (W4Y) is a $14.6 million project supported through a public-private partnership between the ILO and The MasterCard Foundation (MCF). The project was originally conceived as a 60-month initiative from May 2011 to May 2016 and subsequently extended to December 2016. The goal of the project (from project document) was to "contribute to the promotion of decent work for young men and women and to eradicate poverty and extreme hunger (MDG1)". The immediate outcome of the project was modified after the realization of a Mid-Term Evaluation in January 2014.

Original immediate objective	Immediate objective after Mid-Term Evaluation
Strengthened knowledge of the youth employment challenge at the global, regional and national levels supports the shaping of evidence-based policies and programmes	*National and international stakeholders use the evidence produced by the SWTS in new or on-going policy dialogues on the transition*

The Final Independent Evaluation draws on project documents, other related publications, key informant interviews and evaluation missions to six participating countries to assess:

- the relevance of the project in addressing strategic needs for improving youth employment outcomes;
- the validity of the project design and results framework given the expectations of the ILO and the donor;
- the effectiveness of the project in generating and disseminating new knowledge about the challenges to youth employment and enhancing dialog, partnership, policy or programs in support of youth employment;
- the efficiency of the project and
- the impact of the project towards achieving its long term objective and in establishing the conditions to sustain project achievements

Relevance

W4Y was in principle relevant to addressing the challenge of youth employment at the global and country level. The SWTS methodology was recognized by a consensus of stakeholders as potentially more relevant for policy dialogue and policy development than information currently available from labour force surveys and responds to the need for youth-specific information regarding employment trends, wages, policies and practices highlighted in "The youth employment crisis: A call for action."

Almost without exception, political leaders and government officials in countries visited during the evaluation cite the challenges of youth employment as one of, if not the most, pressing challenge. Using this rather low bar, the nature of information provided by the SWTS

methodology is clearly relevant. However, ensuring that W4Y was relevant as a discernible input into policy, programme or dialogue proved to be very challenging. The team found few instances where stakeholders saw the SWTS as an important input into the major government policy and program initiatives to youth employment. In those cases where there was an observable linkage, other actions like a follow on project supported by W4Y or the active involvement of a development partner in driving the policy process seemed to be the determining factor.

The knowledge products have been disseminated widely at the global level and have informed major publications on youth employment. This new knowledge about youth employment has provided global stakeholders a portrait of youth transition to work in specific countries and in regional and global comparisons. In addition, several W4Y supported studies have analysed factors that impact transition. Information generated through W4Y has been incorporated into the knowledge base that informs the ongoing work of the ILO and The MasterCard Foundation in employment policy, youth employment, programme development and advocacy.

Validity of project design

The revisions of the project immediate objectives at the time of the Mid-Term Evaluation reflected a recognition that the assumption that producing new policy-relevant information would lead to policy dialogue without additional project investment was not realistic. However, the Mid-Term evaluation also highlighted that in order to assess the results of the project, it would be necessary to describe or monitor the policy dialogue. While the project objective was revised to a more modest "*use of SWTS in new or on-going dialogue on the transition*", this concern about measurement also applies to the more modest revised objective. There were no measures in the revised results framework that provided reasonable criteria for assessment of this objective beyond the delivery of the W4Y project outputs.

At the global level this equivalence between delivery of outputs and effectiveness/impact had some validity as the ILO Geneva project office managed those activities directly. The project office was able to coordinate the contributions of the project to the GET Youth reports, organize two research symposia and five regional events, ensure that the global data bases (YouthPOL and YouthStats) were updated, manage the production of the regional and thematic reports and implement a communication strategy for W4Y.

At the country level this ambiguity in the objective of the project made assessment of effectiveness or impact more problematic. Surveys were completed and in almost all countries there was a validation workshop. However, this would seem to be far short of the original intent of the project – even as described by the revised objective. This ambiguity may also have created challenges to managing the project as expectations for country level stakeholders (including the ILO) were not clearly defined. The challenges concerning validity of the design – and the consequences for assessing results – are primarily the result of the abandonment of the originally proposed competitive RFP process for follow on activities in African countries. In the evaluation missions the team identified a strong link between utilization of the SWTS information in policy dialogue and the presence of other complementary support for youth employment dialogue, planning and programme development.

Effectiveness

At the global/regional level proxy indicators for use of the SWTS in new or ongoing dialogue are available. The major youth employment publications (GET Youth Reports 2013, 2015) were downloaded from the ILO site more than 170 thousand times while country level and thematic reports were accessed more than 25 thousand times. These totals do not reflect the use of the W4Y products (and underlying data) by The MasterCard Foundation for advocacy, decision making, programme development and in its work with partners.

The project curates the cleaned SWTS micro data from all of the country surveys as they are completed. Access to these data sources is provided upon request and is accompanied by the instruments. (While data sets have been provided, the system to capture and measure this collaboration was only initiated shortly before the evaluator visited ILO Geneva and a precise count was not available). Two research symposia were organized to encourage use of SWTS data in research. A scan of the major academic/professional bibliographic databases for additional publications (2012- 2016) yields a number of publications using the search term, "school to work transition survey". Many of the search results are either W4Y publications or republications in other sources of thematic reports, technical notes or conference presentations for W4Y events. However, this is not the case for all the search results and use of the underlying data generated by the project could increase with more investment in dissemination and communication.

It is at the country level that the ambiguity in defining the project objective makes assessing effectiveness more difficult. In the most recent tracking of indicators provided to the consulting team the number of countries that had utilized SWTS to initiate or continue a youth employment dialogue was blank and there were 21 recorded invitations of W4Y to conferences and workshops. There was also an attempt to capture the link between new or existing dialogue and the SWTS exercise through a survey to ILO representation in participating countries. However, the survey response was limited and did not provide a means for drawing inferences about the use of SWTS in new of ongoing policy dialogue in participating countries.

While it was difficult to characterize the effectiveness of the project across countries through project reporting and the results framework, the six country missions did provide insights into the ability of W4Y to integrate the new information into new or existing policy dialogue. In those visits a common theme was a surprising lack of familiarity with the SWTS survey and results among key government youth employment stakeholders (other than the NSOs) juxtaposed with diverse examples of W4Y information being used for various purposes by a variety of stakeholders. In the cases where the links to policy dialogue were most evident – Ukraine, Samoa, Malawi, Uganda – the determining factor appeared to be the active involvement of a development partner in the policy process and/or the funding of a follow on initiative (UNDP in Ukraine, ILO in Samoa, ILO in Malawi, ILO in Uganda).

Efficiency and value for money

The initial project design was ambitious, with 56 surveys in 28 countries to be implemented, analysed, and disseminated within the five-year period (later modified to 53 surveys in 34

countries). In eight countries an employer survey accompanied the first round of SWTS. While finding exact like-to-like comparisons is difficult, the consensus view of ILO officials knowledgeable about W4Y was that this planned implementation rate compared very favourably to other similar exercises implemented by the ILO. Both ILO staff within the W4Y project team and ILO officials and experts who had links with the project through their work in youth employment cited the "hands-on" involvement of the MCF and the close working relationship between the project team at the ILO and MCF as being key to meeting the ambitious project targets for SWTS delivery. As of 30 March 2016, most planned deliverables had been completed or exceeded, with pending products in a late stage of development.

Planned expenditure for surveys closely tracked budgeted amount in most cases, with a very few extraordinary outliers like Brazil where the second round survey was intended to be implemented with government of Brazil funding (thus offsetting the higher cost placed on the first round survey). NSO officials interviewed in country missions characterized the delivery of the SWTS as similar to costs for comparable exercises. The rate for implementing the surveys and developing acceptable reports improved over time with the average time between first contact with the NSO until the finalization of the data set improving from nearly 17 months in the first round to just more than 14 months in the second round of surveys.

A management practice highlighted by ILO officials and staff – both within the project and external to the project – was the quarterly reporting to the MCF. The reporting format agreed to by the project team and MCF prioritized reporting of outputs (program and financial) over extensive narrative. The frequency and format of the reporting as well as the timely review and feedback on the part of MCF were cited as practices that facilitated ongoing dialogue on modifications in implementation approaches that enabled the project to meet its goals in a timely manner.

Impact and sustainability

At the global level the project has refined and disseminated a methodology for capturing the challenges of youth in transitioning from school to work. A strong consensus among stakeholders saw the methodology as a more powerful tool for policy analysis than the snapshot of youth employment status captured in typical labour force surveys. The project has added significantly to the global body of detailed information about youth employment by implementing the SWTS survey in 34 countries. This information has been widely disseminated in the form of reports and has been incorporated into global databases maintained by the ILO (YouthStats). SWTS information is a resource within the ILO for their ongoing global work in employment policy and in youth employment and for the MasterCard Foundation for their program and advocacy work for youth. The project has curated microdata on youth transition from all the participating countries and made this available to researchers, analysts and other youth employment stakeholders.

From a value for money perspective, only a portion of the potential value of the project has been realized as of yet. While ILO and MCF have utilized and disseminated SWTS information there has to date been limited use of the SWTS microdata, SWTS reports and the YouthPOL database among global stakeholders. The potential value (or impact) of the investment in assembling this

global repository of detailed information will diminish over time unless there are additional efforts to: gather comparable information in more counties, gather comparable information in countries over time and expand the user base for the information. The diminishing value of the global outputs highlights the challenge of sustainability. Without the additional investment to support the kinds of actions described above, project impact at the global level will diminish as the information becomes less timely and further development and dissemination of the methodology ends. In contrast, strategic investment would have the potential to increase the value (impact) of the resources already produced through the W4Y project.

When assessing impact at the country level, it cannot be overemphasized that the evaluation team is drawing on the experiences of six (out of 34) countries. As is the case for global impact, much of the potential country level impact of W4Y in terms of supporting improved policy and programme responses is yet unrealized. It was not uncommon for key stakeholders to have limited knowledge of SWTS and it was only in those cases where it was possible to incorporate some follow on support (Samoa, Malawi, Uganda) or where a development partner had an existing programme of support to a key youth employment stakeholder and was keen on utilizing the information (Ukraine), that SWTS had a more visible link to policy dialogue.

Despite significant investment in face to face engagement in building initial support for the SWTS survey in many of the countries, a limiting factor in country-level impact was the lack of involvement of country partners in the analysis. This was specifically mentioned in Togo and Malawi, but the concern about the country report relevance and process for promoting buy-in at the country level was identified in the Mid-Term evaluation (see recommendations and discussion of results framework). Again, this constraint on impact at the country level is linked to the scarcity of resources for complementary country-level work and the assumption that the ILO could mobilize sufficient capacity at the country level. This challenge could also have been addressed with the implementation of the originally planned competitive RFP process – at least in some of the participating African countries.

Extracting more value (impact) from the W4Y investment at the country level would require more – and strategic – investment in countries where the potential to use SWTS information to inform policy and programme responses was greatest. These investments would focus on deepening and contextualizing the analysis of SWTS – possibly combined with other information gathering exercises – and using collaborative analysis as a means of building stronger partnerships among the key stakeholders. Criteria for identifying the countries where the potential for impact would be greater would include: how recent was the latest survey completed, the existence of a relevant policy process to support and analytical capacity (or opportunity to develop capacity) of key stakeholders. These complementary investments would improve the value for money of W4Y.

Main recommendations and follow-up

1. **Ensure that ILO structures have sufficient capacity and commitment for supporting global projects that have expected country-level results.**

Work4Youth was originally designed to synergize global and country-level youth employment dialogue in support of more effective policies and programmes. The absence of resources for the proposed country level activities linked to the SWTS survey exercise was clearly a constraint on the ability of the project to achieve both country level and global level impact. Another constraint was the assumption that ILO structures (Regional and Country Offices) had sufficient capacity and commitment to supporting the necessary country-level efforts. In practice – at least in the six countries visited in the evaluation – country level results were dependent on other unanticipated support. To ensure that global projects that are dependent on country level actions to fully realize their objectives are successful, these actions must be supported through additional dedicated project resources or more formalized commitments of other ILO (or partner) resources.

2. **Model an evidenced -led youth employment policy dialogue using transition data.**

While there was project investment in engaging with stakeholders during country level implementation, the analysis and reporting process was predominately a technical task with country level stakeholders exercising a passive role of engaging with the country report. This processes produced consistent and quality reports but may not have been ideal for ensuring that the country analysis addressed issues viewed as priorities by country stakeholders or for building ownership of the analysis. A more extensive engagement with youth employment stakeholders – in particular in collaborative analysis of the SWTS data (supplemented by other information) - may provide a means to motivate an evidenced-led youth employment dialogue. The results of the model exercise would be examples of evidence-led policy dialogue in the countries selected for the exercise and lessons learned for the ILO in how to promote this type of dialogue.

3. **Commission research studies (2-4) utilizing SWTS data for publication in peer reviewed journals.**

W4Y has produced country/regional summary publications of SWTS data as well as thematic research products and shorter technical notes. The project has also curated the SWTS microdata for the 53 completed surveys. As of August 2016, the use of the SWTS data beyond immediate ILO partners was still fairly limited. In order to make the SWTS data more visible to academic researchers (and beyond) the ILO should commission 2-4 research studies – with the proposed target publication being peer-reviewed journals.

4. **Commission studies (1-2) utilizing the YouthPOL archive.**

The population of the YouthPOL archive exceeded original project targets with respect to the number of countries included and number of policy and other types of youth employment documents reviewed and categorized. To date, the utilization of this resource has been limited

– and primarily confined to ILO and ILO partners. As a means of ensuring that the YouthPOL resource becomes more widely known, the ILO should commission one or two well-known research institutions to produce a research product utilizing this source.

5. **Develop and test a methodology for incorporating the core SWTS items into household surveys, labour force surveys, in calculating SDG goals and informing multilateral programme development (UNDAF, WB, EU, EC, DiFID).**

A standalone SWTS isn't sustainable in the medium or long term.   While the methodology provides policy relevant information, it should be incorporated into other periodic surveys regularly implemented by governments.

1. Project Background

Work 4 Youth (W4Y) is a 60 month, US$14.6 million project supported through a public-private partnership between the ILO and The MasterCard Foundation (MCF). The original project period -May 2011 to May 2016- was subsequently extended until December of 2016.

The development objective of the project is "to contribute to the promotion of decent work for young men and women and to eradicate poverty and extreme hunger (MDG1)". The immediate objective for the project was modified after the realization of a Mid-Term Evaluation in January 2014.

Original immediate objective	Immediate objective after Mid-Term Evaluation
Strengthened knowledge of the youth employment challenge at the global, regional and national levels supports the shaping of evidence-based policies and programmes	*National and international stakeholders use the evidence produced by the SWTS in new or on-going policy dialogues on the transition*

The chief project strategy for enhancing knowledge about youth employment is the refinement and dissemination of the School to Work Transition Survey (SWTS) methodology. Project technical and financial support was mobilized to support the implementation of the SWTS in 34 countries.[1] The surveys focus exclusively on youth (15 to 29 years of age)[2] and capture detailed information on schooling and work history. The SWTS data provides insights into the challenges faced by youth that cannot readily be drawn from typical labour force surveys. This enhanced youth-specific information provides a foundation for dialogue, advocacy and developing evidence-based employment policies or strategies.

The project leveraged the investment in the national SWTS surveys to expand analysis and dialogue about youth employment beyond the boundaries of participating countries through support for regional and thematic analysis of the survey data as well as providing new information on youth transition for the ILO flagship publication, "Global Employment Trends for Youth"[3]. Survey data was also used to populate an interactive database of youth employment indicators hosted by the ILOStats (YouthStats). Two research symposia were organized to promote the use of SWTS data in academic and professional publications. Complementing the

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[1] The original goal of the project was to implement the SWTS twice in 28 countries. Reconsideration concerning the value of a second survey in some countries – as well as necessary substitutions enabled the project realize 53 surveys in 34 countries.

[2] In a few countries the age range of respondents was expanded to reflect local context.

[3] Global Employment Trends for Youth 2015: Scaling up investments in decent jobs for youth / International Labour Office – Geneva: ILO, 2015.
Global Employment Trends for Youth 2013: A generation at risk / International Labour Office – Geneva: ILO, 2013

compilation and dissemination of survey data, the W4Y project also developed a searchable archive of youth employment policies and legislation organized by themes; macroeconomic and sectoral policy, enterprise development, education and training, labour demand, labour law and legislation and labour market policy.   A communication strategy involving print, mass media and social media was developed to disseminate project findings and raise the profile of youth employment.

A small team in the central ILO Headquarters managed the project and provided the majority of technical support – either through country missions or remotely through electronic communications. Regional and country level implementation support typically relied on ILO country offices, ILO project presence in the country and support from regional/sub regional offices.

In the original discussions between The MasterCard Foundation and the ILO, a competitive RFP process for youth employment initiatives in African countries was a component of the project. The funding for that component did not materialize and the project did not have dedicated resources to fund initiatives that complemented the SWTS exercise.[4]   As described in the evaluation, the absence of this component had adverse consequences on the ability of the project to meaningfully integrate the survey results into policy dialogue and development. This modification to the original vision also had consequences in evaluating the effectiveness of the project as the original results framework was elaborated with the assumption that these follow on activities would take place.

2. Evaluation Process

2.1. Purpose and key evaluation questions

The purpose of the final independent evaluation is to inform the ILO, the MCF and other partners the extent to which the project has achieved its objectives and to assess the relevance, effectiveness, efficiency, impact and sustainability of project investments.

The evaluation has been structured around the evaluation questions (from TOR):

Relevance:

Did the project address relevant strategic needs for improving youth employment outcomes consistent with stakeholder priorities and promote stakeholder ownership?

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[4] Through project savings limited follow on activities were funded in a few countries – including two of the countries visited during the evaluation; Uganda and Malawi.

In assessing the relevance of W4Y the evaluation team drew on documentation and interviews at the global and country level (six missions). The team considered the W4Y supported activities with respect to their alignment with global, regional and country level plans and strategies of ILO constituents and the ILO. Indicators for the relevance of the W4Y at the global/regional level included: familiarity and use of W4Y products in the work[5] of divisions within the ILO (global/regional) and of external stakeholders. Indicators for assessing the relevance of W4Y at the county level included familiarity of key stakeholders with W4Y, evidence linking W4Y to national policy and programme development, the degree of adaptation of the core methods and strategies to national context and priorities and the success of building national ownership of the W4Y strategies and products.

Validity of design:

Were the assumptions underlying the project design valid?

In the assessment of the validity of project design, the evaluation team considered the relationship between the results framework, the expected results and actual results observed at the global/regional and country level. In considering this relationship between the project design (as expressed in project document and the results framework) and actual outcomes, the evaluation team examined the explicit and implicit assumptions concerning opportunities and risks as well as the project response to addressing known and unforeseen risks.

Effectiveness:

Has the project achieved its objectives of generating and disseminating new knowledge about the challenges to youth employment and has this knowledge been used to enhance dialog, partnership, policy or programs in support of youth employment (country level and more broadly)?

In assessing the effectiveness of the project relative to its goal and objectives the evaluation team examined available information concerning dissemination of W4Y knowledge products (including dissemination and requests for materials through downloads from project/ILO website) as well as evidence of the use and/or citation of W4Y products by global/regional level stakeholders.

At the country level, the team attempted to interview a broad range of youth employment stakeholders (not constrained to direct participants in the SWTS process) to ascertain their familiarity with the SWTS exercise and products and identify linkages to policy dialogue or programme development in youth employment. The engagement with a broad range of country level stakeholders also enabled the evaluation team to unearth uses of the W4Y products not available from project

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[5] Advocacy, technical documentation, work product in the area of youth employment policy and programme development and research.

reporting. The country missions examining effectiveness also enabled the team to compare and contrast different types of country level outcomes in relation to important differences in context and types of support available.

Efficiency and Value for Money:

Have W4Y deliverables been produced in a cost-effective manner and has the project been managed to promote value for money?

The assessment of efficiency of the project had two components; the efficiency of delivery of the proposed project outputs and a consideration of the value for money of the project. Components in the review of efficiency included the assessment of planned versus actual delivery of project outputs, the costs of the deliverable products in the context of other comparable exercises as well as project adjustments and strategies to address challenges in delivery of outputs.

The consideration of value for money was by necessity conceptual rather than quantitative. Value for money always involves a comparison. The implicit framework for examining value for money was an assessment of the actual and potential impact on improved policy and programmes for youth employment relative to what could have resulted from alternative project strategies or additional investment.

Impact and sustainability:

What contribution did the project make towards achieving its long term objective and in establishing the conditions to sustain project achievements?

The mobilization of a public-private partnership to enhance dialogue and engagement with public policy makers in developing evidenced-based policy and programme responses to youth employment was a prominent aspect of the project and this unique collaboration is an important feature of the evaluation. The experiences in promoting dialogue and policy response via public-private partnership will be analysed to identify lessons learned that may provide insights for the implementation of the new ILO Development Cooperation Strategy 2015-2017.

The evaluation team assessed the impact to date on global/regional dialogue, advocacy, research and knowledge generation as well as the potential for leveraging the project investments for ongoing contribution to improving youth employment policy and programmes. Through interviews the evaluation team captured the perspective of various stakeholders with respect to the most important challenges and constraints to impact and sustainability of the project.

Similarly, at the country level evidence of utilization of W4Y information to inform country level policy and program development was identified from country-specific documentation and interviews with youth employment stakeholders. Interviews with country level stakeholders also enabled the team to capture the constraints on the integration of W4Y activities into the most relevant policy dialogues or in the use of W4Y to initiate youth employment policy dialogue. Engagement with national level stakeholders also provided insights into potential strategies and

investments to mobilize future policy dialogue or programme development based on the previous W4Y investments.

2.2. Methodology and data sources

Information sources for assessing the evaluation questions came from:

Project documentation:

Source:	Use
Project documents (W4Y project document, W4Y mid-term evaluation),	- Project goals, objectives and assumptions - Progress until 2014, mid-term corrections in plans and objectives
Country SWTS reports	- Content, recommendations, similarities and differences across country documents
Relevant policy (policies, action plans, etc.) from participating countries (when available and relevant)	- At country level to assess links between SWTS activity and results and policy/plan strategies and approaches
Regional/global and thematic products utilizing SWTS survey data	- Content, recommendations, similarities and differences across regional documents - Content, recommendations and links to global/regional priorities
Academic and/or professional publications using SWTS survey data (including unpublished work within various ILO programs)	- Content, recommendations consistency with country/global priorities - Dissemination of publications - Citations of W4Y products in other publications - Utilization of W4Y data (microdata and YouthPOL)
Project M&E data and reports to project funding partner	- Tracking of delivery of planned products/activities - Narratives of project strategies to address challenges in delivery of outputs - Project tracking of outcomes

[see Annex 7.4 for documentation reviewed]

Key informant interviews

Source:	Use
Officials from The MasterCard Foundation	- Project goals, objectives and assumptions - Management and implementation challenges - Perspective on effectiveness - Impact – as well as impact within MCF
W4Y project staff (current and past)	- Project goals, objectives and assumptions - Management and project budget data and clarifications - Deliverable products description update and projections - Management and implementation challenges - Perspective on effectiveness and challenges in meeting proposed project outcomes - Perspectives on extracting additional/future value from project investments -
ILO – Geneva officials and technical experts in the areas of employment policy and youth employment; partnership development; skills; statistics and others	- Familiarity with and use of W4Y information or data in current work and/or potential for future impact
Other global stakeholders	- Use and/or potential contribution of W4Y products and data to enhance global knowledge and policy dialogue on youth employment
Country/regional level ILO staff	- [see country missions]
Government counterparts in selected countries: Ministry officials, statistical offices, etc. [see country missions]	- [see country missions]
Non-government counterparts in selected countries: international development agencies, multilateral financial institutions, national and international NGOs [see country missions]	- [see country missions]

[see Annex 7.3 for persons interviewed]

Country missions

A sample of six countries were selected for in-country missions (3-5 days). Missions were undertaken in Egypt, El Salvador, Malawi, Samoa, Togo and Ukraine.[6] The selection criteria for the country missions included:

-   Geographical representation in proportion to project investment (2 in Sub-Saharan Africa, 1 in Europe and CIS, and 1 in Asia-Pacific, Latin America and the Middle East);
-   Countries that have completed two rounds of surveys;
-   Mixture of different modalities of ILO engagement in the country (country office, project office, long/short term consultants);
-   Existence of youth employment policy or a youth employment policy cycle (policy development, action plan, etc.) being underway;
-   Feasibility of access and travel during the evaluation period and
-   Observations of W4Y and other ILO staff identifying country-level experiences illustrating the opportunities and challenges of SWTS influencing dialog, partnership, policy or programs for youth employment.

2.3. Evaluation milestones

Evaluation contracted	9 February 2016
Briefing Meeting ILO Geneva	9 March -12 March 2016
Inception Report Submitted	19 March 2016
Inception Report Approved	28 March 2016
Conference call The MasterCard Foundation	31 Match 2016
Country Mission Togo	18 April - 21 April 2016
Country Mission Ukraine	21 April - 23 April 2016
Country Mission Egypt	24 April - 27 April 2016
Country Mission Malawi	25 April - 29 April 2016
Country Mission Samoa	15 May - 18 May 2016
Country Mission El Salvador	6 June - 10 June 2016
Submission of draft Final Evaluation	19 July 2016
Comments on draft submitted to consultants	26 July 2016
Revised draft Final Evaluation submitted	29 August 2016

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[6] It was also possible to have discussions with a number of W4Y stakeholders in Uganda and Liberia by capitalizing on other non W4Y travel of one of the evaluation team members.

2.4. Evaluation constraints and limitations

The evaluation team was provided excellent access to a wide range of stakeholders involved in the project at all levels. Nearly 200 persons were interviewed as part of the evaluation. The project management team in Geneva also provided a complete archive of the products of W4Y as well as the internal management documentation tracking deliverable outputs and expenditures. However, what is clear from the country missions is that many of the successes and missed opportunities of W4Y in influencing dialogue, policy and programme development are not captured in the project documentation and only accessible via discussions with country-level stakeholders. While the evaluation team – with support from the project office in Geneva – attempted to make a representative selection of countries to visit in the evaluation, caution should be exercised in generalising these observations to the thirty-four participating countries.

3. Main Findings

W4Y was in principle relevant to addressing the challenge of youth employment at the global and country level. In practice, it was difficult to assess from regular project reporting how the SWTS exercise contributed to a specific policy process at the country level. The SWTS methodology was recognized by a consensus of stakeholders as potentially more relevant for policy dialogue and policy development than information currently available from labour force surveys. The project was managed efficiently in terms of meeting its commitments for the production of quality publications and realizing programmed activities. At the time of the evaluation, the project had met or exceeded most of its targets for outputs and the rate of spending was consistent with the project calendar.

The knowledge products have been disseminated widely at the global level and have informed major publications on youth employment. This new knowledge about youth employment has provided global stakeholders a portrait of youth transition to work in specific countries, in regional and global comparisons as well as analysis of factors that impact transition. Information generated through W4Y has been incorporated into the knowledge base that informs the ongoing work of the ILO and The MasterCard foundation in employment policy, youth employment, programme development and advocacy.

While the project developed technical capacity in the analysis of youth transition in participating countries, the effectiveness of the project in linking SWTS information and analysis to country level policy dialogue was constrained by the project original assumption that quality information would find its own audience in the participating countries. The evaluation team found examples of SWTS reports and/or data being utilized by country level stakeholders for various purposes, but it was only in countries where there was the opportunity to support the integration of SWTS into policy dialogue through additional investments and timely links to other projects or programmes of support to government that SWTS could be seen as contributing to country level policy dialogue.

The question of impact and sustainability are difficult to assess. The results framework does not provide a readily workable definition of what would constitute the impact of the project. The immediate outcome in the results framework was revised after the Mid-Term Evaluation – recognizing that integrating the survey exercise into policy dialogue was beyond the scope of the project as it was being implemented. However, the revised objective remained ambiguous and difficult to measure beyond the tracking of whether surveys were completed and disseminated.

This ambiguity in defining impact – and consequently how to track it - is in some part the result of the financial support for a proposed competitive RFP process for follow on activities in African countries failing to materialize. As mentioned previously – and described in detail in the evaluation – the links between the SWTS and policy dialogue was much more evident in countries where additional/complementary support was available.

Much of the value (impact) resulting from W4Y investments is yet unrealized. A much larger set of stakeholders than currently utilizing SWTS products are likely to have an interest in the

reports, microdata sets and the YouthPOL database. Strategic complementary investment that promotes the use of these resources and their effective integration into global research and advocacy and – in particular - country level activities that exploit recent surveys as a means to promote dialogue and partnership would improve the value for money of W4Y.

3.1. Project delivery

The SWTS survey is the starting point for enhancing dialog and supporting evidence-based policy and program responses to the challenge of youth employment. While the basic methodology for these surveys had been developed by the ILO over the last decade, the limited resources for implementing the surveys had restricted their implementation to just a handful of countries. The public-private partnership between the ILO and the MCF enabled the ILO to invest in refining the survey methodology and instruments and to quickly expand the number of countries participating in the SWTS. This rapid – and globally representative – expansion was intended to support more effective country-level responses to youth employment challenges and also to provide a consistent and methodologically sound source of information for research, dialog and advocacy at the global level.

The initial project design was ambitious, with 56 surveys in 28 countries[7] to be implemented, analysed, and disseminated within the five-year period. In eight countries an employer survey accompanied the first round of SWTS.[8] While finding exact like-to-like comparisons is difficult, the consensus view of ILO officials knowledgeable about W4Y was that this planned implementation rate compared very favourably to other similar exercises implemented by the ILO. The MasterCard Foundation officials suggested that ambitious goals for delivery on the SWTS surveys (and meeting those goals) were important for building confidence and reassuring foundation decision makers that a large UN agency like the ILO could meet private sector expectations about efficiency and timeliness of delivery. [9] Both ILO staff within the W4Y project team and ILO officials and experts who had links with the project through their work in youth employment cited the "hands-on" involvement of the MCF and the close working relationship between the project team at the ILO and MCF as being key to meeting the ambitious project targets for SWTS delivery.

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[7] There were minor changes in project targets agreed to by MCF during the project. Some substitution of countries was mutually agreed between MCF and ILO. The final count was 53 surveys in 34 countries.

[8] In some cases, funded by W4Y and in other cases funded through other ILO resources.

[9] One of the reasons mentioned for concern on the part of decision makers within the foundation was the United Kingdom Department for International Development (DFID) Multilateral Aid Review of ILO performance in 2011.

As indicated in the table below, at the time of the final evaluation most project deliverable targets had been met or exceeded. Additional products/activities were added during the implementation period. These additional activities were developed to address needs that emerged during the implementation period.

Planned	As of 30 March 2016
28 countries, 56 SWTS surveys (later modified to 53 surveys in 34 (countries)	53 surveys completed in 34 countries (8 employer surveys)
28 country reports first round of SWTS	28 reports completed and disseminated
17 country reports second round of SWTS	3 second round survey reports complete, 14 underway with about half of the remaining reports nearing completion.
23 national events	19 events realized
5 regional events	4 events held
2 editions of Global Employment Trends for Youth completed and disseminated	2 editions of Global Employment Trends for Youth completed and disseminated [171,533 downloads].
8 thematic reports	7 thematic reports have been completed and the subject and author for the final thematic report identified [18,231 downloads].
1 research symposium	2 research symposia held
10 technical briefs	2 technical briefs had been completed, a third contracted and initial discussions with selected research symposia participants to use papers for additional technical briefs initiated.
5 Regional reports	3 of 5 planned regional reports have been completed and a fourth has been awarded [7,339 downloads].
3 training programmes on SWTS methodology (ITC-Turin)	3 training events completed
Summaries of country-level policies and legislative frameworks for youth employment. YouthPOL database 50 countries	YouthPOL database 466 documents reviewed and curated for 65 countries
YouthStats – housed within ILO Stats - database updated with completed SWTS datasets.	Updated -complete
Microdata from SWTS available	System established for accessibility of SWTS microdata for policy development and research (and data currently disseminated upon request)
14.6 million USD	90.6% of project budget executed
Additional products/activities	**As of 30 March 2016**
10 technical briefs	2 technical briefs had been completed, a third contracted and initial discussions with selected research symposia participants to use papers for additional technical briefs initiated.
3 training programmes on SWTS methodology (ITC-Turin)	3 training events completed

3.2. Relevance

Did the project address relevant strategic needs for improving youth employment outcomes consistent with stakeholder priorities and promote stakeholder ownership?

Providing new information about the challenges of the transition from school to work in diverse country contexts to global stakeholders

Youth employment challenges are clearly a relevant and priority issue for global and country-level stakeholders. The ILO plays a highly visible role in global dialogue on youth employment because of its tripartite composition, decades of support to employment policy development and the quality of its technical tools and capacity in employment policy. The new information generated by W4Y (both SWTS and YouthPOL) supports ILO country-level employment policy development and global ILO research and advocacy.

Similarly, youth empowerment and youth livelihoods comprise a significant portion of The MasterCard Foundation portfolio of development support. W4Y results have been used internally to strengthen the foundation's knowledge base and to enhance its capacity to engage stakeholders at the policy level – both globally and in the countries where it is active. MCF developed a short profile of employment challenges for sub Saharan Africa youth for the MCF website. IDRC and MCF jointly commissioned a report, "Youth employment in sub Saharan Africa: Taking stock of the evidence and knowledge gaps" that also drew on W4Y information. MCF also uses the project data in preparing occasional briefing notes for foundation officials' use in their discussion with the foundation's partners.

The principal activity of W4Y, the SWTS, responds to the need for youth-specific information regarding employment trends, wages, policies and practices highlighted in "The youth employment crisis: A call for action."[10] The SWTS methodology provides a means of understanding the dynamics of youth employment in a country rather than describing youth employment via an unemployment rate that can be estimated from a typical labour force survey. The type of knowledge produced by SWTS is oriented toward developing evidence-based policy and program responses. The expansion of this methodology (and data) to more countries is clearly relevant to identifying the major obstacles to transition and understanding the interplay of individual and institutional factors in employment outcomes for youth.

Relevance of SWTS data and analysis to policy and programme development for youth employment in participating countries.

Almost without exception, political leaders and government officials cite the challenges of youth employment as one of, if not the most pressing challenge. Using this rather low bar, the nature

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[10] "The youth employment crisis: A call for action." Resolution and conclusions of the 101st Session of the International Labour Conference, Geneva, 2012

of information provided by the SWTS methodology is clearly relevant. However, ensuring that W4Y was relevant as a discernible input into policy, programme or dialogue proved to be very challenging.

The initial selection process of countries for participation in W4Y included criteria intended to enhance the potential for the relevance of the new information by linking it to the current policy development exercises in a country. The status of employment policy, youth employment policy or action plan development as well as whether there was an ILO supported Decent Work Country Program were factors used in identifying countries for participation. The time required to secure buy-in from relevant stakeholders and scheduling constraints of NSOs made temporal linking of SWTS implementation to the relevant policy development exercises in the countries difficult in practice.

In all of the countries visited on evaluation missions there is no need to sensitize decision makers to the importance of youth employment. The type of information produced by SWTS is clearly relevant to policy and program responses to the youth employment challenge in each of those countries. However, from the perspective of relevance as a discernible input into an important policy dialogue, the visibility of SWTS among key stakeholders was frequently low. The team found few instances where stakeholders saw the SWTS as an important input into the major government policy and program initiatives to youth employment. In those cases where there was an observable linkage, other actions like a follow on project supported by W4Y or the active involvement of a development partner in driving the policy process seemed to be the determining factor.

3.3. Validity of project design

Was the results framework appropriate given the expectations of the ILO and the donor?

The results framework for the project was modified after the Mid-Term Evaluation. The immediate objective was revised from:

> *Strengthened knowledge of the youth employment challenge at global, regional and national levels supports the shaping of evidence-based policies and programmes*

> to:

> *National and international stakeholders use the evidence produced by the SWTSs in new or on-going policy dialogues on the transition*

The revision of the immediate objective from ***shaping*** evidenced base policies to ***using*** the SWTS information in new or ongoing policy dialogues also necessitated dropping the two original outcomes containing language about country level stakeholders *"apply(ing) evidence-based knowledge of the characteristics of the transition"* and global stakeholders *"utiliz(ing) regional and global analytical products based on updated youth employment data to shape further research and policymaking."*

The revisions of the project immediate objectives at the time of the Mid-Term Evaluation reflected a recognition that the assumption that producing new policy-relevant information would lead to policy dialogue without additional project investment was not realistic. However, the Mid-Term evaluation also highlighted that in order to assess the results of the project, it would be necessary to describe or monitor the policy dialogue. While the project objective was revised to a more modest "use of SWTS in new or on-going dialogue on the transition", this concern about measurement also applies to the more modest revised objective. There were no measures in the revised results framework that provided reasonable criteria for assessment of this objective beyond the delivery of the W4Y project outputs.

At the country level – assessed through the country missions – evaluating the use of SWTS was much more problematic. Validation workshops were held in most countries and evaluation team members did find that the SWTS reports and data were used for a variety of purposes. However, the project results framework doesn't provide useful guidance on just what should be considered *"use of SWTS in new or on-going dialogue on the transition"*. What the team encountered were differences among the countries with respect to the familiarity of policy makers and other stakeholders with the survey exercise and results. Where the survey results were championed and utilized by an international development partner as part of their country support (Ukraine), incorporated into a separately funded youth action plan development project

(Samoa) or linked to a W4Y funded follow on initiative (Malawi) there was a closer link to policy or program development than in the other countries visited.[11]

The revisions to the results framework after the Mid-Term reflect the trade-off between developing a global information source from a large number of countries versus supporting a detailed, context- specific policy process at the country level. An unstated assumption necessary to deliver on the immediate objective -both the original and post Mid-Term revision – was that ILO had the capacity to promote the country level policy process or dialogue. This turned out in practice to have been an unrealistic assumption with a not insignificant number of youth employment stakeholders (other than NSOs) in countries visited during the final evaluation asserting that they had very limited knowledge of the country analysis.

3.4. Effectiveness

Has the project achieved its objectives of generating and disseminating new knowledge about the challenges to youth employment and has this knowledge been used to enhance dialog, partnership, policy or programs in support of youth employment (country level and more broadly)?

The revised results framework proposes to measure the immediate objective of the project, *National and international stakeholders use the evidence produced by the SWTSs in new or on-going policy dialogues on the transition,* through a count of countries that use the SWTS data to initiate or continue dialogue on youth employment and through a count of invitations received by the project to present or participate in workshops, conferences and research symposia. In the most recent tracking of these indicators provided to the consulting team the number of countries that had utilized SWTS to initiate or continue a youth employment dialogue was blank and there were 21 recorded invitations of W4Y to conferences and workshops.

The Mid-Term Evaluation raised the issue of the lack of clarity and criteria to apply for assessing effectiveness. While the Mid-Term objective was subsequently modified in recognition that the project as implemented could have very limited influence on policy development and formation, the revised objective also lacked criteria for assessing whether it had been achieved. Without criteria for documenting this outcome it is difficult to interpret any reported figure for this indicator as a metric for the effectiveness of the project.   Given the ambiguity of the metric for effectiveness in the results framework, the evidence used to assess effectiveness tends to overlap the earlier assessment of relevance. In many cases the evidence that stakeholders perceived the SWTS data, information or process as relevant is also the best (or only) indication that the project was effective beyond the production of a survey and report.

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[11] While this is a judgement on the part of the evaluation team, it is important to again emphasize that the concept of "ensuring use" or "use" isn't defined in the results framework and may be open to differences in interpretation.

Effectiveness with global stakeholders

The new knowledge from SWTS surveys was disseminated to global stakeholders in two forms; i) a description of the characteristics of young people, their situation on the labour market, and the characteristics of their transitions (GET, Country Reports, Regional Summaries) or ii) as an analysis of specific challenges or potential responses to improve employment outcomes for youth (Thematic Reports, Technical Notes). The expansion of the number of countries included in these widely disseminated descriptions of youth transition from a handful to more than two dozen enhanced the legitimacy of the policy agenda being advocated. These reports link descriptions of youth transition to a policy agenda including (evaluator's categories):

> *Integrating labour market policy with demand-side macroeconomic policies to promote employment (i.e. expansionary fiscal policy including labour intensive public works, economic restructuring and diversification, etc.)*

> *Improving access to education and the quality of education (i.e. increasing attainment, improving learning outcomes, increased focus on education - labour market links and involvement of enterprises in determining priorities and competencies)*

> *Strengthening informal enterprise (i.e. increased access to business development services and financing)*

> *Addressing the rights of the most vulnerable workers (i.e. labour standards, protection and social insurance, rights at work)*

> *Enhancing partnerships between government, workers and employers (to strengthen all areas of youth employment policy)*

The GET Youth reports (2013 and 2015) have been downloaded more than 170 thousand times. Country level and thematic analysis utilizing SWTS have been accessed more than 25 thousand times. These totals are summarized in section 3.1.1 and do not include the dissemination and use of W4Y generated information by The MasterCard Foundation in its work with global stakeholders.

Technical assistance provided to NSOs in implementing the SWTS has enhanced the capacity and knowledge of NSOs in assessing school to work transition. Capacity building also included three short programmes on the SWTS methodology for NSO or Ministry staff from selected countries provided by the ILO International Training Centre (ITC) in Turin.

The SWTS methodology provides insights into the challenges faced by youth that cannot readily be drawn from typical labour force surveys. W4Y curates the cleaned micro data from all of the country surveys as they are completed. Access to these data sources is provided upon request and is accompanied by the instruments. Two symposia were organized to encourage use of the growing SWTS data in research among academia. A scan of the major academic/professional bibliographic databases for additional publications using the search term, "school to work transition survey", yielded a number of documents 2014-2016. A number of these publications – but not all- appear to be republication of materials developed through the project (thematic papers, technical briefs, papers prepared for the research symposia).   At the time of the

evaluation meetings in Geneva in March 2015, the change in protocol for accessing microdata sets that enabled the project to track requests for the data had only recently been implemented and a formal reporting of entities soliciting the data was not yet available.

Effectiveness with country-level stakeholders

The Mid-Term Evaluation recommended modifying the project's immediate outcome from "*Strengthened knowledge of the youth employment challenge at the global, regional and national levels supports the shaping of evidence-based policies and programmes*" to "*National and international stakeholders use the evidence produced by the SWTS in new or on-going policy dialogues on the transition*". This recommendation was a recognition that without resources to support follow on activities[12], influencing policy development was beyond the scope of the project.

While recognizing these inherent limits in terms of influencing policy, the Mid-Term Evaluation also raises the issue of the need to respond in some manner to questions of impact by monitoring the policy dialogue. The revised results framework proposed to measure the immediate objective of the project, *National and international stakeholders use the evidence produced by the SWTSs in new or on-going policy dialogues* on the transition, through a count of countries that use the SWTS data to initiate or continue dialogue on youth employment and through a count of invitations received by the project to present or participate in workshops, conferences and research symposia. In the most recent tracking of these indicators provided to the consulting team the number of countries that had utilized SWTS to initiate or continue a youth employment dialogue was blank and there were 21 recorded invitations of W4Y to conferences and workshops. There was also an attempt to capture this link between new or existing dialogue and the SWTS exercise through a survey to ILO representation in participating countries. The response was limited[13] and did not provide a means of assessing the use of SWTS in new of ongoing policy dialogue.

With these limitations in project reporting that could be used to assess effectiveness as measured by the use of SWTS in new or ongoing policy dialogue,[14] the primary source of insights into the ability of W4Y to integrate the new information into new or existing policy dialogue are the country missions and additional interviews in countries made possible by incidental travel by evaluation team members.[15] In the six countries visited in the evaluation the examples of W4Y information being an important input into major policy or programme initiatives were limited. A common theme across many of the country missions was the lack of familiarity with the SWTS

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[12] Or a more direct internal mandate and resource allocation within the ILO structures that prioritized policy development linked to the SWTS implementation in participating countries.

[13] The evaluation team was provided with responses for nine countries. While all nine of the countries described ILO engagement with tripartite partners on youth employment, only about one-half mentioned SWTS

[14] Creating a list of indicators was also mentioned in the MTR.

[15] Meetings were held with a few key stakeholders in Uganda and Liberia. While some observations from those visits are included in the analysis, they are based on speaking with a very limited number of stakeholders.

survey and results among key government youth employment stakeholders (other than the NSOs). In the cases where these links to policy development were most evident – Ukraine, Samoa, Malawi, Uganda – the determining factor appeared to be the active involvement of a development partner in the policy process and/or the funding of a follow on initiative (UNDP in Ukraine, ILO in Samoa, ILO in Malawi, ILO in Uganda).

Some of the reported lack of familiarity is likely the result of changes in the leadership and/or technical level staff in the relevant institutions since the SWTS activity. It has also been noted that some individuals who report limited involvement were participants in W4Y national and regional events – in some cases as speakers. Finally, these responses to the evaluation team may reflect changes in the youth employment policy dialogue in the countries visited– with individuals identified to the evaluation team as key interlocutors being distinct from those identified at the time of the SWTS exercise. While these responses are not indications of a lack of engagement with stakeholders in the SWTS implementation process, they do highlight the challenge of integrating the survey activity into policy dialogues that may be characterized by evolving priorities and changing leadership driven by social, economic or political developments. An observation from the country missions – described in more detail later in the report – was that in countries where there was a complementary activity or planned W4Y follow up activity there as a greater degree of knowledge about the SWTS.

In Uganda the ILO has developed a proposal for supporting the establishment of an *Implementation Coordinating Committee* to coordinate, streamline and monitor government and development partner support for the *National Action Plan for Youth Employment (NAPYE)*. While national elections had delayed the process of the adoption of the *NAYPE*,[16] some of the key stakeholders (Labour Ministry, VET authorities and others) have held joint discussions on the *NAYPE* where the ILO has been represented. The SWTS surveys (two rounds) have strengthened the partnership between the local ILO office and key youth employment stakeholders[17] and enabled ILO to play a leadership role in youth employment – in particular with respect to data generation and policy analysis. The second report validation process was managed by the Uganda Bureau of Statistics (UBOS) and the report published by their office. Uganda also presented an opportunity to link the SWTS exercise to a MasterCard Foundation initiative. The ILO office in Kampala used the SWTS report as part of an orientation provided to youth researchers from various African countries who were participants in the Foundation supported *Youth Think Tank* initiative.

In Malawi key government stakeholders in youth employment interviewed[18] exhibited limited knowledge of the SWTS (either round). However, these same stakeholders were very well informed on the small follow on pilot project – Work Integrated Learning (WIL) -funded through W4Y. WIL has been designed collaboratively by the tripartite partners and demonstrates the

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[16] As of the beginning of April when the evaluator met with ILO and government partners in Kampala. At that time discussions were ongoing among key stakeholders to finalize the adoption of the NAYPE
[17] These partnerships were also strengthened through ILO support for Uganda's first Labour Force survey (2012) funded by DiFID.
[18] Labour, the TVET authority and trade union representative

utilization of public-private partnership to develop a training modality that combines theoretical training with short-term industry placements. This program is organized around competencies specified by leading enterprises in a sector identified as a priority in the *Malawi Export Strategy* (horticulture) and has generated considerable interest because of its relevance to addressing the poor linkages between the education/training system and private sector demands. At the time of the country mission the tripartite partners had finalized the design of the program, elaborated and tested the curriculum and materials, secured the industry placements and were shortly to begin the program for 40 young people – most of them VTI graduates.

The WIL pilot complements another ILO Sida-funded project in Malawi, Skills for Trade and Economic Diversification (STED). STED provides field support necessary for WIL, while the training provided in the pilot supports skills development in a priority sector of the STED project (horticulture). In ILO background documentation for WIL, the project is described as necessary support for implementing the recommendations of the SWTS country report policy findings. However, with very few key stakeholders providing evidence that they were familiar with the SWTS[19] it is difficult to attribute how much the SWTS exercise informed the development of the WIL pilot relative to other county level ILO activities like the recent EESE and other initiatives in the STED project.

Perhaps the most direct link between the SWTS and policy dialogue or policy development observed in the country missions was in Samoa. In Samoa the SWTS coincided with the ILO securing funding (Sida) to implement a youth action plan development project (SNAP - Samoan National Action Plan on Youth Employment). SNAP utilized the original country report as well as supporting a re-analysis of the SWTS information to inform the development of the action plan. Subsequently the SNAP approach was incorporated into the Samoa One United Nations Youth Employment Programme which is currently being implemented.

In Ukraine the key youth employment partners were for the most part aware of the SWTS exercise.[20] While a straightforward link from SWTS to policy dialogue wasn't observed, it is important to keep in mind that Ukraine has had four governments since the 2013 revolution with each change resulting in high turnover of senior and mid-level officials. Since the completion of the first round of the SWTS survey, Ukraine has suffered the Crimea conflict and the displacement of nearly two million persons.   The National ILO coordinator remarked that these significant recent developments has made the second SWTS more relevant and valuable as it captures the status of youth after the latest upheavals.

While policy dialogue under the current conditions is extremely challenging, the SWTS has been utilized to inform some important youth related government initiatives. In working with the Ministry of Youth and Sports on a broad five-year portfolio of support for youth, UNDP has stressed using evidence for programme development. In the area of youth employment, the

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[19] Without copies of the first round report, sometimes with no knowledge for first or second round SWTS exercise.
[20] The notable exception was the education sector.

Ministry and UNDP reported that they relied almost exclusively on SWTS results to inform their strategies and actions.

Stakeholder input into the design and analysis of the first round SWTS resulted in a report that addressed a specific concern of government regarding policy and programmes for improving youth employment outcomes. The Ministry of Social Policy of Ukraine worked with the implementing statistics body, The Institute for Demography and Social Research (IDSR),[21] to ensure that survey items would provide guidance on national challenges in implementing Ukraine's law, "On employment of the population". The law provides graduates of certain types of institutions access to internships. The Ministry utilized the SWTS survey process to assess the willingness of graduates to undertake internships and under what conditions. The same Ministry also utilized the SWTS to examine the potential impact of incentives on internal and external migration of young educated workers.

The Public Employment Service (under the Ministry of Social Policy) invited the IDSR to help formulate responses to youth unemployment and to help them understand the priority challenges. The PES was aware of the low youth usage of the PES and the SWTS provided insight into some of the reasons for this (e.g. lack of understanding of how they can help, parents steering them away, lack of proactive efforts to attract). The second survey delves deeper into some of these issues and its results are expected to drive PES to reform so that it better addresses the needs of youth.

In other countries visited there was less evidence to support the project assumption that producing high quality, relevant and timely information by itself leads to policy dialogue or policy development in youth employment. However, this does not imply that SWTS data and reports were not used.

For example, UNFPA in Malawi as the lead of the UN Technical Working Group (TWG) on youth used the SWTS report to inform the development of the TWG priorities and work plan. SWTS also contributed to the *Malawi Youth Status Report* as well as a position paper of a workers' organization. In both Malawi and Togo, the available SWTS report(s) have been shared with local representatives of the African Development Bank as part of the process of developing project proposals for funding via the AfDB Jobs for Youth in Africa initiative.

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[21] Part of the Ukraine National Academy of Sciences

The Employment Observatory in Togo utilized both the 2012 and 2014 SWTS data as one input for its annual report to the West Africa Economic and Monetary Union. GIZ in Egypt used SWTS results in work in promoting evidence-based policy as part of its Employment Promotion Program (EPP). The ILO office in Egypt has made use of the SWTS reports and data as background for proposals and for its work with the statistics office (CAPMAS). In El Salvador UNDP has consulted the SWTS information for their periodic publication of *"Notes on Human Development"*[22] and plans to use the SWTS reports and possibly the raw data as an input into the El Salvador Human Development Report. There was also some mention of a few academics using the data for publication and for student research projects in a number of the countries visited.

Management and implementation factors impacting project effectiveness

The implementation process may have worked against the SWTS exercise playing a more prominent or direct role in the policy dialogue. As highlighted in the Midterm Evaluation, the country reports were largely generic with reports lacking a qualitative assessment of the outcomes in language contextually relevant for the country's policy makers.[23] Country reports were primarily organized around a set of standardized tables. Country-level variation in the survey reports were a function of what additional information (not from SWTS) was incorporated by the report author and the amount of additional material and analysis also varied from country to country. In general, lower income countries with less well developed statistical offices and research capacity added less additional information while countries like Brazil and Ukraine incorporated additional data sources (household surveys, labour force surveys) and country level research to more fully describe youth transition and policy implications.

While this standardization improved the timeliness of country reports and enhanced project quality control, the process may have had an adverse impact on the relevance of country reports to local audiences. The evaluation team is not in a position to assess this gap between the produced reports and questions viewed as strategic or important to country stakeholders, however the issue of participation in the analysis and relevance was raised in several of the country missions. This potential trade-off between greater standardization facilitating quality control and greater diversity in approach to the analysis led by local stakeholders was recognized by the project and greater flexibility was adopted as the project progressed with some countries directing the entire report process.

In Togo a number of representatives from ministries with responsibilities for youth or youth employment felt that their questions and proposed revisions to the SWTS[24] were not integrated

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[22] Cuadernos del Desarrollo Humano

[23] The comments refer to the process for developing the report rather than the quality of the country reports.

[24] Issues concerning collaboration among government agencies and between government agencies and other stakeholders are not uncommon and not unique to the W4Y project. While they are reported in the evaluation, the short evaluation missions don't permit even a superficial analysis of how these observations regarding W4Y differ from general concerns regarding collaboration. These observations do highlight once again, the inherent challenges of embedding SWTS into the policy process.

into the activity and the National Employment Agency reported that they had unsuccessfully solicited the statistics body managing the survey to be more directly involved in the analysis. The consensus view among the stakeholders interviewed in Togo was that this lack of involvement of some of the agencies with responsibilities for youth and youth employment was a missed opportunity for the project to support the development of evidence -based policy.

Egyptian stakeholders acknowledged that the SWTS methodology provides richer and more relevant information on youth employment than the existing national labour force survey. However, they also cited several constraints on the relevance of the reporting produced by W4Y.

The original data collection for the SWTS occurred in 2012, with the analytical report only disseminated in 2014. The political instability during this intervening period also had profound consequences for the labour market making the SWTS findings prematurely less relevant to current labour market conditions. Other concerns raised include questions about whether the sample size was large enough to support meaningful analysis given the diversity of conditions in the country. Some stakeholders also questioned how well the items – or the analysis of the items in the report - reflected the Egyptian context. One example cited was the mischaracterization of the skills mismatch in Egypt -possibly because of a lack of familiarity with the organization of the education system.[25] Another limitation to wider use of the survey results was the divergence between some of the headline labour market indicators in the SWTS and those in the official statistics from the Egypt Labour Force Survey.[26] Given the political environment, the central statistical authorities and major non-government stakeholders continue to use the official summary figures; although the W4Y indicators focused on transition have been used.

In Malawi, the representative of the business association linked the relatively poor socialization of the SWTS to insufficient investment in improving the capacity of the social partners (employers' and workers' associations) to engage with and utilize the information in a manner relevant to their constituencies. The representative from the NSO also remarked that more effective dissemination and use of the survey results would have required investment in building capacity for the relevant stakeholders to understand and use the survey results. He emphasized that this observation applied to much of the NSO work in Malawi and not exclusively to the SWTS exercise.

In El Salvador the SWTS was implemented on both occasions in parallel with an annual household survey. While this presented some methodological and logistical challenges, the statistics office[27] captured the SWTS data with a linking index to the household survey creating the potential for expanding the analysis of transition. However, many important youth employment stakeholders stated that they had no knowledge of the SWTS. Both the Director General of the

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[25] In developing the report there was significant exchange on this issue between the project and the statistical authorities. It is not clear whether the comment provided to the evaluation team reflected some earlier iteration of this discussion or the final version of the analysis.
[26] Separately from W4Y, there has been an ongoing discussion between the ILO and the Government of Egypt over the measurement of unemployment.
[27] General Directorate of Statistics and Census

Planning Secretariat in the presidency and the Director of the government funded autonomous Youth Institute expressed some surprise that this information was unknown to them as they were collaborating in a well-publicized youth policy development exercise that was to conclude shortly.

Support from the Geneva office was predominately technical support for implementing the surveys and processing the data. Across all the countries visited there was a consensus that technical support was adequate for accommodating the survey items to the local context, implementing the surveys and producing an acceptable report. Timeliness of financial support was also acknowledged.

In the countries visited, involvement of lead government youth employment stakeholders (excluding the statistical offices) varied considerably. As noted previously, countries where the ILO presence was larger or where W4Y found a link to another project or existing process (Malawi, Samoa) or with an active development partner (UNDP) were more successful in moving beyond the production of the surveys to the utilization of the SWTS information to inform policy dialogue. Moving beyond implementation of the surveys was especially challenging where engagement with youth employment stakeholders to advance a policy dialogue around transition had to be managed from a regional office and incorporated into other duties of regional staff as they travelled. The absence of financial support and ambiguous expectations for this important aspect of the project clearly constrained country-level results.

3.5. Efficiency and value for money

Planned expenditure for surveys closely tracked budgeted amount in most cases, with a very few extraordinary outliers like Brazil where the second round survey was intended to be implemented with government of Brazil funding (thus offsetting the higher cost placed on the first round survey). In the majority of cases the SWTS exercise involved a face to face process of engaging with the relevant national authorities – as well as other non-government stakeholders – in order to gauge and/or build interest in implementing the SWTS surveys. Once sufficient buy-in was established, technical issues regarding sampling frame and sample size were addressed by the NSO with support from the project office in Geneva. National Statistics Offices (NSO)[28] with support of the ILO and national stakeholders reviewed and accommodated the instruments to reflect the country context. Authors (usually national authors) were identified and data processing/cleaning/validating was done jointly by NSOs and W4Y statisticians. National events were typically organized to validate country reports.

The mid-term evaluation highlighted the consequences of the effective implementation calendar on the delivery of project outputs. Bottlenecks in the processing of microdata sets and country reports due to their concentration in specific time periods were a significant challenge in the production of the first round of project outputs. The constraints on NSOs who often have

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[28] The entity that implemented the surveys was usually a national statistics office, autonomous statistical authority or its equivalent.

a crowded calendar of work, resulted in a staggered implementation schedule that enabled the project to avoid delays due to congestion of tasks experienced in the first round.

Project management modifications based on lessons learned from the first round of surveys resulted in a reduction in the average time between first contact with the NSO until the finalization of the data set improving from nearly 17 months in the first round to just more than 14 months in the second round of surveys. A standardization of the tables and report structure for the country report reduced the time required to produce acceptable report drafts. Second round surveys also benefited from the familiarity of the NSOs with the SWTS and in some cases the use of the same consultant to author both the first round and second round report.

A management practice highlighted by ILO officials and staff – both within the project and external to the project – was the quarterly reporting to the MCF. The reporting format agreed to by the project team and MCF prioritized reporting of outputs (program and financial) over extensive narrative. The frequency and format of the reporting as well as the timely review and feedback on the part of MCF were cited as practices that facilitated ongoing dialogue on modifications in implementation approaches that enabled the project to meet its goals in a timely manner.

A cursory assessment of project delivery against a budget provides some indication that W4Y incorporated economy (purchasing the right quality inputs at the right prices) and efficiency (converting inputs to outputs in an effective manner). However, assessing the value for money of W4Y requires going beyond the economy and efficiency of delivering SWTS surveys and reports (and other primary project outputs) to include a consideration of project investments relative to project outcomes. W4Y value of money is explored in section 3.6.

3.6. Impact and sustainability

What contribution did the project make towards achieving its long term objective and in establishing the conditions to sustain project achievements?

One of the challenges of implementing W4Y – and evaluating W4Y – is having a concise vision of the long term objective to use as standard to assess project impact. In the results framework the long term goal of the project is *"to contribute to the promotion of decent work for young men and young women and to eradicate poverty and extreme hunger."* The immediate objective in the same revised results framework is "*National and international stakeholders use the evidence produced by the SWTS in new or on-going policy dialogues".* While the development objective is a long term objective it doesn't provide any information about the nature of the proposed contribution to use in assessing the impact of the project. At the same time, the immediate objective, *using SWTS in new or ongoing policy dialogues,* is clearly not a long term objective.

As described earlier, concerns about the results framework featured in the Mid-Term Evaluation; both in the body of the report and in the recommendations. Even with the revisions after the

Mid-Term Evaluation, the project has a large number of indicators (financial and activities) that monitor the delivery of products but none that can reasonably be linked to "use the evidence produced by the SWTSs in new or on-going policy dialogues."

This lack of an outcome that could be assessed at the country level– even speculatively in the medium or long term – has likely made the project more difficult to manage and resulted in mixed success; especially at the country level. Some – perhaps most - of the ambiguity concerning the long term objective of the project may be the result of assumption in the original design that additional resources to support country level follow on efforts would be available. When these resources did not materialize, the project struggled to balance proposed global level and country level impact.

Despite the lack of well formulated expectations for project impact, discussions with project stakeholders (global and country level) suggest that there was an informal operational vision of the desired impact of the project on youth employment policy and practice. This consensual vision of long term impact would seem to be more consistent with the immediate objective in the original results framework, *Strengthened knowledge of the youth employment challenge at global, regional and national levels supports the shaping of evidence-based policies and programmes*. This objective seems to a fairer reflection the intentions of the project and how it was managed.[29]

Strengthening knowledge for policy and dialogue at the global level

At the global level the project has refined and disseminated a methodology for capturing the challenges of youth in transitioning from school to work. The methodology enables researchers, advocates and policy makers to understand the challenges that impact the transition of youth from school to decent work and how those challenges differ for different types of young people and in different country contexts. A strong consensus among stakeholders saw the methodology as a more powerful tool for policy analysis than the snapshot of employment status captured in typical labour force surveys.

The project has added significantly to the global body of detailed information about youth employment by implementing the SWTS survey in 34 countries. This information has been widely disseminated in the form of reports and has been incorporated into global databases maintained by the ILO (YouthStats). SWTS information is a resource within the ILO for their ongoing global work in employment policy and in youth employment and for MCF for their program and advocacy work for youth. The project has curated microdata on youth transition from all the participating countries and made this available to researchers, analysts and other youth employment stakeholders.

From a value for money perspective, only a small portion of the value of the potential project impact has been realized. While ILO and MCF have utilized and disseminated SWTS information

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[29] While we propose to use the original immediate objective as a means to assess long term impact, we will not use the original indicators for that objective as they incorporate unreasonable assumptions about the ability of the project to integrate SWTS into country level policy and planning,

there has to date been limited use of the SWTS microdata, SWTS reports and the YouthPOL database among global stakeholders. The potential value (or impact) of the investment in assembling this global repository of detailed information will diminish over time unless there are additional efforts to: gather comparable information in more counties, gather comparable information in countries over time and expand the user base for the information.

The diminishing value of the global outputs highlights the challenge of sustainability. Without the additional investment to support the kinds of actions described above, project impact at the global level will diminish as the information becomes less timely and further development and dissemination of the methodology ends. In contrast, strategic investment would have the potential to increase the value (impact) of the resources already produced through the W4Y project.

Strengthening knowledge for policy and dialogue at the country level

When assessing impact at the country level, it cannot be overemphasized that the evaluation team is drawing on the experiences of six countries. While a purposeful selection process of countries for evaluation missions was applied (see section 2.2), the six countries visited cannot represent the diversity of participating countries in size, level of economic development, internal/external shocks, strength and capacity of the relevant government institutions and other factors that would likely have an effect on the possibilities of integrating the SWTS into policy dialogue and development. From country mission observetations, additional resources for supporting follow on work from some source played a large role in how successfully the SWTS information was integrated into policy dialogue at the country level.

As is the case for global impact, much of the potential country level impact of W4Y in terms of supporting improved policy and programme responses is yet to be realized. It was not uncommon for key stakeholders to have limited knowledge of SWTS and it was only in those cases where it was possible to incorporate some follow on support (Samoa, Malawi, Uganda) or where a development partner had an existing programme of support to a key youth employment stakeholder and was keen on utilizing the information (Ukraine), that SWTS had direct influence on policy or programme. A limiting factor in country-level impact was the lack of involvement of country partners in the analysis. This was specifically mentioned in Togo and Malawi[30], but the concern about the country report relevance and process for promoting buy-in at the country level was identified in the Mid-Term evaluation (see recommendations and discussion of results framework). Again, this constraint on impact at the country level is linked to the scarcity of resources for complementary country-level work and the assumption that the ILO could mobilize sufficient capacity at the country level.

Extracting more value (impact) from the W4Y investment at the country level would require additional strategic investment in countries where the potential to use SWTS information to inform policy and programme responses was greatest. These investments would focus on

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[30] By the representative of the business association who felt that the results were not well socialized because the tripartite social partners were only passively involved and received the final reports.

deepening and contextualizing the analysis of SWTS – possibly combined with other information gathering exercises – and using collaborative analysis as a means of building stronger partnerships among the key stakeholders. Some of the criteria for identifying the countries where the potential for impact would be greater include: how recent was the latest survey completed, the existence of a relevant policy process to support and analytical capacity (or opportunity to develop capacity) of key stakeholders. These complementary investments would improve the value for money of W4Y.

4. Conclusions

The W4Y project achieved its ambitious goals of refining the SWTS methodology and implementing surveys and developing country reports in 34 countries (53 reports). The project leveraged this investment in country level data collection and reporting by expanding the analysis of the data collected beyond national boundaries through the production of global, regional and thematic reporting and regional events.

The public-private partnership between the ILO and MCF provided valuable experience for both partners in the challenges of collaborative efforts between public and private entities. The resources from MCF enabled ILO to build a global repository of data and reporting on youth employment that will enhance ongoing ILO policy support and advocacy in youth employment and to disseminate the SWTS methodology as a tool for policy development. Through its partnership with the ILO in W4Y, The MasterCard Foundation has expanded its knowledge base in the area of youth employment and enhanced the Foundation's credibility for engaging at the policy level with country and global level partners as a complement to its significant portfolio of investments in youth.

While the planned outputs have met or exceeded targets and those outputs have been delivered within the budget, assessing the effectiveness and impact of the project as measured against the goals identified in the results framework is not straightforward. In the Mid-Term Evaluation the ambiguity of desired outcomes and the absence of a systematic plan to track outcomes was noted. While the results framework was revised, the revised version remained ambiguous, open to wide interpretation and without a reliable means to measure progress.

The project was expected to enhance global and country level youth employment policy dialogue through the SWTS process. At the global level actions to promote the dissemination of the information and data produced and to raise the visibility of the project and findings could be managed by the ILO project team in Geneva (drawing on the collaboration of other ILO units). The integration of SWTS into policy dialogue at the country level was something very difficult to influence from Geneva and was dependent on the capacity of ILO country, sub region and regional offices as well as the capacity of government partners.

In country missions, the evaluation team observed that the type of country level policy engagement envisioned in the results framework appeared to be highly dependent on the opportunity to link the SWTS exercise to another ILO project, other development partners' programme of support or additional follow on resources provided by the W4Y project. While the evaluation team did find in all country visits that the SWTS was being used in some manner by a stakeholder, it was only in the cases where this opportunity to link to another exercise was present that the country level results approximated the expectations in the project results framework.

Difficulties building buy-in for moving beyond completing the SWTS to policy dialogue originate with the nature of the country report and process for dissemination. While country reports were well written and backed by a careful and rigorous management of the data by the project office

in Geneva, the necessity of meeting the delivery commitments and ensuring a high level of quality control meant that analysis and reporting was standardized. The adverse consequences of this implementation strategy effectively took local input out of the analysis process and likely underutilized the data as a policy support in the various countries. The absence of opportunities to participate in the analysis phase was mentioned in most of the country missions. These observations from the recent missions are consistent with concern raised in the Mid-Term Evaluation about the suitability of the analysis and dissemination process for advancing a policy dialogue.

The evaluation team acknowledges that financial resources to support partnership building and dialogue through a more collaborative analysis phase were not available in the project budget. A process incorporating this type of process would also have made the delivery of the agreed number of surveys and reports impossible. With these constraints – as well as the limited capacity of the Geneva-based team to support country level outcomes - the challenge going forward is how to best capitalize on the considerable resources that have been developed in the W4Y project and have yet to be fully utilized.

5. Recommendations

Recommendation	Importance	Time Frame	Resource implications	Action From
1. Ensure that ILO structures have sufficient capacity and commitment for supporting global projects that have expected country-level results	High	ongoing	Possibly	ILO management ILO Employment Department Selected ILO Regional/Country Offices

Work4Youth was originally designed to synergize global and country-level youth employment dialogue in support of more effective policies and programmes. The absence of resources for the proposed country level activities linked to the SWTS survey exercise was clearly a constraint on the ability of the project to achieve both country level and global level impact.

However, another constraint was the assumption that ILO structures (Regional and Country Offices) had sufficient capacity and commitment to supporting the necessary country-level efforts. The selection of participating countries included consideration of other existing complementary ILO investments and initiatives. In practice – at least in the six countries visited in the evaluation – country level results were dependent on other unanticipated support (additional project resources for follow on, a separately funded ILO initiative or another development partner initiative). To ensure that global projects that are dependent on country level actions to fully realize their objectives are successful, these actions must be supported through additional dedicated project resources or more formalized commitments of other ILO (or partner) resources.

Recommendation	Importance	Time Frame	Resource implications	Action From
2. Model an evidenced -led youth employment policy dialogue using transition data	High	12-18 months	Yes	ILO management ILO Employment Department Selected ILO Regional/Country Offices

W4Y project resources were invested in securing initial buy-in from relevant country level stakeholders, working with statistical entities to implement the School to Work Transition Survey methodology and in supporting a validation workshop. Different levels of technical support and capacity development for implementation were also provided depending on country-level needs. However, the processes of integrating SWTS information into policy dialogue was, for the most part, dependent on the actions and/or investment of ILO country/ regional offices or other government and non-government stakeholders. Under these conditions it was not possible for W4Y to establish a strategy for motivating an evidence based dialogue or to document the features of the more successful examples supported by the project.

While there was project investment in engaging with stakeholders during country level implementation, the analysis and reporting process was predominately a technical task with country level stakeholders exercising a passive role of engaging with the country report. This processes produced consistent and quality reports but may not have been ideal for ensuring that the country analysis addressed issues viewed as priorities by country stakeholders or for building ownership of the analysis. A more extensive engagement with youth employment stakeholders – in particular in collaborative analysis of the SWTS data (supplemented by other information) - may provide a means to motivate an evidenced-led youth employment dialogue. The results of the model exercise would be examples of evidence-led policy dialogue in the countries selected for the exercise and lessons learned for the ILO in how to promote this type of dialogue.

The exercise would require:

- Case study of W4Y countries where SWTS did have a link to policy dialogue (i.e. Samoa, Uganda, perhaps others) [Identified through discussions ILO HQ, ILO Regional/Country office] * resources required
- Identification of a small number of countries to participate in the model development. Selection criteria would include: a SWTS survey recently completed, sufficient analytical capacity within government or non-government stakeholders – or a feasible plan to develop that capacity, and a formal commitment for a youth employment policy dialogue on the part of government [*Identified by ILO Geneva upon consultation and recommendations from ILO regional and country offices*]
- Development of a draft methodology for the model exercise (collaborative analysis, motivation of policy dialogue, key participants, etc.) [*ILO HQ, ILO Regional/Country, lead government stakeholders, relevant non-government stakeholders*] * resources required
- Identify necessary technical support and capacity development required [ILO Regional/Country office, government]
- Technical/logistical support for collaborative analysis and policy dialogue – 5 months [*ILO HQ, ILO Regional/Country, lead government stakeholders, relevant non-government stakeholders, contracted technical support if needed*] * resources required

- Build into the exercise from the beginning a formative documentation and evaluation process [ILO HQ, ILO Regional, -contracting either country level individual/firm or regional/global if the process is to be captured/studied across multiple countries] * resources required

Recommendation	Importance	Time Frame	Resource implications	Action From
3. Commission research studies (2-4) utilizing SWTS data for publication in peer reviewed journals	High	12-24 months	Yes	ILO management ILO Employment Department

W4Y has produced country/regional summary publications of SWTS data as well as thematic research products and shorter technical notes. The project has also curated the SWTS microdata for the 53 completed surveys. As of August 2016, the use of the SWTS data beyond immediate ILO partners was still fairly limited. In order to make the SWTS data more visible to academic researchers (and beyond) the ILO should commission 2-4 research studies – with the proposed target publication being peer-reviewed journals.

- Develop a set of potential themes that represent strategic youth employment issues and that can be explored using SWTS data [ILO HQ – with input from academic and research collaborators]
- Develop RFPs for research [ILO HQ- by divisions like employment, evaluation, gender, skills and others]
- Commission research studies [ILO HQ appropriate division] (could also be support of Ph.D. dissertations – possibly in collaboration with social partners) * resources required

Recommendation	Importance	Time Frame	Resource implications	Action From
4. Commission studies (1-2) utilizing the YouthPOL archive	Medium	12-24 months	Yes	ILO management ILO Employment Department

The population of the YouthPOL archive exceeded original project targets with respect to the number of countries included and number of policy and other types of youth employment documents reviewed and categorized. To date, the utilization of this resource has been limited – and primarily confined to ILO and ILO partners. As a means of ensuring that the YouthPOL resource becomes more widely known, the ILO should commission one or two well-known research institutions to produce a research product utilizing this source.

In order to provide examples of novel approaches to using the YouthPOL information the process could be a competitive RFP. As with the proposed SWTS commissions, the ILO would attempt to target researchers or institutions that would ensure that YouthPOL as a policy development support tool would become more widely known among research and policy development institutions. [ILO-HQ (appropriate divisions)] * resources required.

	Recommendation	Importance	Time Frame	Resource implications	Action From
5.	Develop and test a methodology for incorporating the core SWTS items into household surveys, labour force surveys, in calculating SDG goals and informing multilateral programme development (UNDAF, WB, EU, EC, DiFID)	High	12-36months	Yes	ILO management ILO Employment Department

A standalone SWTS isn't sustainable in the medium or long term. While the methodology provides policy relevant information, it should be incorporated into other periodic surveys regularly implemented by governments.

In the country missions the evaluation team encountered one example of parallel administration of the SWTS and a household survey where household survey items are linked to the SWTS items. The El Salvador process as well as other examples of this type of parallel administration could provide case studies to inform the technical analysis of item integration.

While the evaluation team did not encounter any examples of parallel administration of SWTS and a LFS, there is potential for incorporating the methodology into the LFS as a means of providing more detailed and actionable information for policy developers.

Many multilateral programme development processes, like the development of a United Nations Development Assistance Framework (UNDAF) include a formal situation analysis. The critical issue of youth employment could be provided additional visibility with the incorporation of some form the SWTS methodology into the development of these framework documents.

Possible activities include:

The ILO could explore the utility of incorporating the SWTS methodology into household surveys by undertaking a reanalysis of the second round El Salvador survey utilizing the links to household data collected from the surveyed youth. This new analysis could be provided

to the youth employment stakeholders (planning secretariat in the Presidency, the Youth Institute and the labour ministry) to support policy and program development. The exercise would also enable the ILO to assess the value added from incorporating the SWTS into a household survey. [ILO HQ, ILO regional/country, El Salvador NSO, contracted technical support for the analysis] * resources required

The ILO may undertake a technical exploration of the value added from integrating the SWTS into LFSs. [ILO HQ, contracted technical support] * resources required

Through the ILO regional/country offices, the ILO can identify countries where major framework documents are being developed (UNDP, WB, etc.) and provide technical support and analysis for incorporating SWTS results (and/or methods) into these framework documents [ILO HQ, ILO regional/country, contracted technical support for analysis] * resources required

6. Appendices

6.1. Terms of Reference

Terms of Reference

External Collaborator

Project title: **Improving decent work opportunities for youth through knowledge and action; Work4Youth**

1. INTRODUCTION AND JUSTIFICATION

The Work 4 Youth (W4Y) Project is a 60-month, US$14.6 million initiative funded by The MasterCard Foundation and implemented by the ILO. The Project aims at improving youth employment policies and programmes through better knowledge of the characteristics and determinants of the youth employment challenge at national, regional and global levels, as well as supporting effective youth employment practice.

The project is scheduled to be completed in May 2016 after five years of implementation. As stipulated in the project document, it is subject to a mid-term and final independent evaluation. The mid-term evaluation was completed at the end of 2013. It resulted in a series of recommendations focusing on project design and duration as well as suggestions regarding the content, methodology and disseminations of School-to-work Transition Surveys (SWTS) results. These recommendations were incorporated in a revised results framework and follow up actions detailed in the management response to the evaluation.

The purpose of the final evaluation is to indicate to the ILO, The MasterCard Foundation and its partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of project outcomes.

2. BACKGROUND ON PROJECT AND CONTEXT

The project as it stands now is structured around the following results, which have been slightly revised after the mid-term evaluation:

Immediate Objective:

National and international stakeholders use the evidence produced by the SWTSs in new or on-going
policy dialogues on the transition.

Outputs:

1: SWTS methodological material and revised questionnaire available in different languages
2: Two rounds of SWTS Conducted
3: A global database with the data and indicators of the SWTS developed and constantly updated
4: A global database of information and good practices on youth employment policies and programmes developed and constantly updated
5: Six reports synthesizing regional employment and transition trends for youth, covering three regions and published twice in each region
6: Two editions of the Global Employment Trends for Youth published in 2013 and 2015
7: Five thematic reports on key issues relating to the transition of young people to decent work published by end of 2015
8: Report on Millennium Development Goals (MDG) and Decent and Productive Employment for Youth launched in 2014
9: A global campaign to promote the research products of the project is designed and implemented
10: Monitoring and evaluation systems in place with mid-term and final independent evaluations conducted by the end of the programme. (Mid term evaluation summary available at http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_235858.pdf)

Availability of data on the characteristics and extent of the challenge is a prerequisite to designing relevant policy and programmatic initiatives at the country level. ILO constituents have emphasized this message within the Resolution on Youth Employment ('*The youth employment crisis: A call for action'* – please refer to *Annex 8*) adopted at the 101° International Labour Conference of the ILO held in Geneva in June 2012. http://www.ilo.org/ilc/ILCSessions/101stSession/texts-adopted/WCMS_185950/lang--en/index.htm

The Work4Youth project, with its immediate and the development objectives focusing on knowledge development and dissemination, is fully in line with the 2012 Resolution. The field of intervention of Work4Youth is *data collection and analysis oriented towards policy formulation*. The main research focus is the transitions of young people to the labour market. The project implements a research work-plan that aims to produce national, regional and global-level studies and convene key stakeholders and policy makers in the application of the data into labour and youth policies and work-plans.

By the end of the project, it is expected that in 10[31] target countries constituents *use the SWTS data to initiate policy dialogues on the transition, or to progress in current ones*. In addition, it is also expected that *national and international organizations request the participation of W4Y staff to at least 25 workshops, conferences and research symposia*.

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[31] The full list of the Work4Youth project's target countries, including those targeted by the first and the second round of school-to-work transition survey, are: Armenia, Bangladesh, Benin, Brazil, Cambodia, Republic of Congo, Colombia, Dominican Republic, Egypt, El Salvador, Jamaica, Jordan, Kyrgyzstan, Lebanon, Liberia, FYR Macedonia, Madagascar, Malawi, Republic of Moldova, Montenegro, Myanmar, Nepal, Occupied Palestinian Territory, Peru, Russian Federation, Samoa, Serbia, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Uganda, Ukraine, Viet Nam, Zambia.

Project strategy and theory of change

The main knowledge development approach of the project is based on the roll out, implementation and dissemination of *two rounds* of School-to-work transition surveys (SWTS) in at least 28 countries[32]. School-to-work transition indicators measure the degree of ease or difficulty experienced by young people in their search for decent work and overcome the limitation of traditional indicators (labour market participation, employment and unemployment) in shedding light on the numbers of young people who are working long hours under informal, intermittent and insecure work arrangements or in low productivity jobs, with meagre earnings and low levels of labour protection. Applying an approximation of the ILO concept of decent work (work that is productive, generates adequate income and guarantees rights at work and social protection), the project applies a definition of a successful transition as one in which young people gain employment in a "career" or permanent job that allows them to enjoy decent working conditions.

The survey for young people is complemented by a second survey for enterprises in certain cases. Together the two generate a large pool of data on the characteristics and labour market attachments of young people as well as on the enterprises that could absorb them. The project mainly runs the survey targeting young people directly. Complementary enterprise surveys were implemented during the first round of surveys in some target countries, where *ad-hoc* partnerships are established to cover the costs (not included in the project's budget).

National surveys are mostly implemented through a partnership with the National Statistics Office (NSO) of the targeted country. The information collected is used to produce a national report, which analyses survey findings and proposes policy recommendations. These are then shared with constituents at a national workshop, which includes representatives from government, national and international agencies and other key stakeholders, offering an opportunity to review survey findings and discuss any policy follow-up with the assistance of the ILO. National officers from the Ministry in charge of employment and from the NSO are also invited to attend global capacity building events where the SWTS methodology is explained in detail. This will ensure that, after the end of the project, national stakeholders will have the capacity to continue implementing the survey.

This approach was followed systematically by the project in target countries upon completion of the first round of survey. Following the mid-term evaluation's recommendations, the project's approach to the second round of survey has been more flexible. Decisions on the preparation of analytical reports, on the level of involvement of the project team in this exercise, and the organizing of national workshops now depend on discussions with national counterparts and on considerations about efficient allocation of resources. This decision has freed some funds that have been invested in replicating the capacity building events.

In addition to country-level research, Work4Youth strategy includes regional and global work. Survey findings are pulled together across countries and regions as evidence base for regional reports, global thematic analyses and analytical studies. The knowledge generated by the

project is then disseminated to researchers and youth employment specialists through regional and global events. These experts will be able to utilize the Work4Youth's research products as inputs to discussions and further research, which the project is encouraging by organizing global research symposia based on the SWTS datasets. Finally, the project has established global databases on youth employment statistics and youth employment policy, both accessible on-line. They complement the survey data-based research outputs. The first database (YouthSTATS - http://www.youthstatistics.org), integrated into the ILO-wide database on labour statistics (ILOSTAT), is a repository of SWTS statistical datasets and other statistics. The second database (YouthPOL - http://www.ilo.org/employment/areas/youth-employment/youth-pol/lang--en/index.htm) makes available qualitative analyses of national policies affecting youth employment. These two knowledge products have a geographic scope that goes beyond the survey countries.

The main underlying assumption which drives the Results-Based Management approach of the project at outcome level is that the results of the surveys and the dissemination process of the knowledge generated will influence youth employment policies design and programmes developed at national level. A dual track monitoring system is in place to monitor both the implementation of SWTS and the impact of the knowledge products on policy application and program design.

Institutional and Management Set-Up

Work4Youth is funded by The MasterCard Foundation as part of the Foundation's Youth Livelihoods programme. The project's funds and management are centralized and based in the ILO Headquarters in Geneva. The only exception to the project's centralized structure is a National Officer based in §Kampala, Uganda. The project is located within the ILO Employment Policy Department in Geneva, under the Youth Employment unit of the Employment and Labour Market Policies Branch.

The current project management team consists of:

- Chief Technical Advisor
- Two Econometricians/Statistician
- Programme Officer
- Research Assistant
- Communications Officer
- Administrative Assistant

The head of the Youth Employment unit is providing general oversight and technical support.

The project collaborates with ILO field offices and relies on their support for follow-up initiatives once the survey is completed and its data and findings available.

Brief summary of project deliverables and progress to date

Summary of project deliverables:

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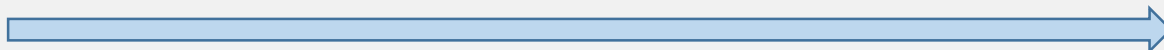
MAY 2011   MAY 2016

Surveys:

- 53 School-to-Work Transition Surveys (SWTS) run in at least 28 target countries.

National work:

- Survey results disseminated through 52 national reports and through national workshops.

Regional work:

- Six regional analyses published and discussed with constituents at regional conferences.

Global work:

- Five global thematic reports and two global analytical reports (Global Employment Trends for Youth - GET Youth) published;
- One global research symposium organized to promote original research based on the SWTS datasets;
- Two on-line, global databases, on SWTS indicators and on youth employment policy, established and active.

Summary of progress to date:

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MAY 2011   SEPTEMBER 2015

Surveys:

- Fully run 38 School-to-Work Transition Surveys (SWTS) in 30 target countries; 18 SWTSs currently being implemented;

National work:

- Survey results disseminated through 24 national reports and 19 national workshops;
- Two spin-off national projects currently being implemented.

Regional work:

- Three regional analyses published and discussed with constituents at regional conferences.

Global work:

- Three global thematic reports and one global analytical report (Global Employment Trends for Youth - GET Youth) published;
- One global research symposium held, and a second one being organized;
- Two on-line databases on SWTS indicators and on youth employment policy established and active.

3. PURPOSE AND SCOPE OF THE FINAL INDEPENDENT EVALUATION

Purpose

The purpose of the final evaluation is to assess the overall performance of the project in meeting its objectives, based on the standard evaluation criteria of relevance, impact, effectiveness, efficiency and sustainability of project outcomes.

Given the importance of the project in moving forward the ILO youth employment agenda, the office wide support extended through ILO country offices and the wealth of data supplied through the SWTS, particular emphasis will be placed on lessons learnt, success factors and good practices which have a potential for replication in future programmes.

The knowledge generated by the evaluation will also feed in the design of future intervention models and contribute to documenting management and delivery approaches, as part of the new ILO Development Cooperation Strategy 2015-2017.

Objectives

The main objectives of the evaluation are to:

a. Assess the relevance of the project design, theory of change and the validity of the assumptions in light of the results achieved;

b. Assess to what extent the recommendations of the mid-term evaluation were taken into consideration and to what extent they contributed to improve effectiveness;

c. Determine the contribution of the project to improved policy development, as well as the application of the data for research, communications and publication purposes in selected countries;

d. Identify the supporting factors and constraints that have led to achievement or lack of achievement;

e. Assess the management and implementation of the project including approach to delivery and partnerships;

f. Identify lessons learned, especially regarding models of interventions that can be applied further; and

g. Provide recommendations relevance to the future development and implementation of projects this type.

Scope

The evaluation will cover the entire duration of the project since its inception and its full geographic coverage at both global and country level. All 36 beneficiary countries will be assessed as part of the desk review A typology of countries will be developed on the basis of which a sample of 6 countries will be selected for in depth analysis and meetings with projects stakeholders and beneficiaries. The number of countries selected will be proportional with their

regional distribution in the project, ie. 3 in Sub-Saharan Africa, 2 in Europe and CIS, and 1 in Asia-Pacific, Latin America and the Middle East. This will be further determined and informed by the evaluation methodology proposed by the evaluation team.

4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilises the Organisation for Economic Co-operation and Development Development Assistance Committee (OECD DAC) evaluation criteria as defined below:

•Relevance and strategic fit – the extent to which the objectives are in keeping with sub-regional, national and local priorities and needs, the constituents' priorities and needs, and the donor's priorities for the project countries;
•Validity of design – the extent to which the project design, logic, strategy and elements are/ remain valid vis-à-vis problems and needs;
•Effectiveness - the extent to which the project can be said to have contributed to the development objectives and the immediate objectives and more concretely whether the stated outputs have been produced satisfactorily; in addition to building synergies with national initiatives and with other donor-supported projects and project visibility;
•Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources;
•Effectiveness of management arrangements; and
•Impact - positive and negative changes and effects caused by the Project at the subregional and national levels, i.e. the impact with social partners and various implementing partner organisations;
•Sustainability – the extent to which adequate capacity building of social partners has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion.

Evaluation questions

The evaluation will examine the project on the basis of the questions listed below and against the standard evaluation criteria mentioned above. The evaluators will start from the proposed set of questions and develop a more detailed analytical structure of questions and sub-questions. Gender equality concerns will always be taken into account.

1. Relevance and strategic fit

- Are the needs addressed by the project still relevant?

- Have the stakeholders taken ownership of the project since the design phase?

- How did the project align with and support national development plans and priorities of the ILO constituents?

- How did the project align with and support ILO global, regional and country level strategies?

- Were the criteria for the selection of countries relevant and demand based?

- How did the project interventions align with national policy development planning in the selected countries?

2. Validity of design

- Was the results framework appropriate, given the expectations of the ILO and the donor? Was the demand for survey results, which provides the rationale for the project intervention, relevant at national, regional and global levels?

- Was the intervention logic, coherent and realistic? How appropriate and useful are the indicators?

- How realistic were the risks and assumptions upon which the project logic was based? How far did the project control them?

- To what extent did the adjustment made after the mid-term evaluation improve the coherence and evaluability of the project?

3. Effectiveness

- Has the project achieved its objective?

- How have survey results been used by national policy makers in countries where these have been completed? How effective has the project been, within the limits of its resources and work-plan, in ensuring that they are utilized in the most appropriate manner for policy dialogue, engagement and improvement? Are there lessons to be learned from countries that have been more successful in applying the data? Can such lessons be replicated in other countries in similar projects?

- Has the project adapted its approach to specific country contexts? Has it been responsive to political, legal, and institutional challenges where it operates?

- What national capacities have been targeted by the project, and what does evidence suggest has changed?

- How effective has the communication strategy and deliverables (website/videos/PSA/forums, etc.) been at disseminating the project's regional and global products and knowledge (including reports and databases)? What evidence exists regarding its reception?

- In which area did the project have the greatest achievements and the least achievements?

- To what extent did the implementation of the project, particularly with regard to its influence on employment strategy formulation (for youth or overall) contribute to the ILO's overall approach to employment policy and strategy formulation?

4. Efficiency of resource use

- Have activities supporting the project been cost effective?

- Given the distribution of project's human and financial resources across outputs and the progress made on each of them, are such resources efficiently allocated?

- Has the project's budget structure and financial planning process ever represented an obstacle to efficiently use, allocate and re-allocate financial resources?

5. Effectiveness of management arrangements

- Did the project receive adequate political, technical and administrative support from its national partners? Did it receive adequate support from the ILO offices in the field and the responsible HQ units in Headquarters?

- Has the project made strategic use of coordination and collaboration with other ILO projects and with other partners to increase its effectiveness and impact?

- How effective was the communication between the project team, the donor and other stakeholders?

- How effectively did the project monitor project performance and results?

- How effective was the management approach, which was mainly centralized?

6. Impact and sustainability of results

- What contribution did the project make towards achieving its long term objective?

- How effective and realistic is the exit strategy of the project?

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

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

- What is the level of ownership and capacity that national counterparts have for undertaking further SWTS?

- What national resources are available for running similar exercises in the future?

5. METHODOLOGY

The evaluation methodology will use a mix of qualitative and quantitative methods, to be defined and approved as part of the evaluation methodology to be submitted by the selected team of consultants.

Envisaged steps include the following:

1. Desk Review: Review of project materials, publications, data, etc.
2. Inception meeting with the project team and technical backstopping unit in ILO HQ. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.
3. Initial interviews through conference call with key informants including researchers and think tanks who have already made use of the data sets.
4. Submission of an inception report with the final methodology.
5. Any additional data collection prior to the evaluation mission, as required by methodology.

6. Missions to selected countries with-Individual Interviews and/or Group Interviews with the following key stakeholders:

- Ministry of Labour and any other relevant ministries

- Organizations of Employers and Workers

- National Statistics Office

- Relevant ILO officials in country offices/project offices

7. Debriefing at country level: Upon completion of the missions, debriefing sessions will take place with the concerned stakeholders on preliminary conclusions and recommendations.

8. Debriefing with the ILO and The MasterCard Foundation after submission of the draft final report.

6. CONTRACTOR'S RESPONSIBILITIES AND DELIVERABLES

The contractor will be responsible for:

- The design, planning and implementation of the evaluation and the write-up of the evaluation report, using an approach agreed with ILO, and for delivering in accordance with the ILO's specifications and timeline;

- Consulting and liaising, as required, with ILO and any partners to ensure satisfactory delivery of all deliverables;

- Making themselves available, if required, to take part in briefings and discussions, online or, if judged necessary, at the ILO Geneva Office or other venue, on dates to be agreed, in line with the work outlined in these ToRs.

- Supervise the other team members which will be contracted individually by the ILO and ensure quality assurance for their deliverables.

The contractor should provide the following deliverables:

Deliverable 1: Inception report with methodology
The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include an evaluation matrix, proposed schedule of tasks, activities and deliverables.

The evaluation methodology should include a description of:
- An analytical approach to assessing all target countries of the project;
- A methodology to select and evaluate, among the target countries, a sub-set of 6 countries to be reviewed in depth as case studies, as mentioned in the evaluation scope section above.

Guidance is available at the following link:

Deliverable 2: Draft evaluation report
To be submitted to the evaluation manager in the format prescribed by the ILO

Deliverable 3: Presentations of draft report
A presentation should be prepared for the ILO and The MasterCard Foundation on the draft report, to be used during the debriefing (via videoconference)

Deliverable 4: Final evaluation report with executive summary
To be submitted to the evaluation manager. The quality of the report will be determined based on
quality standards defined by the ILO Evaluation unit. The report should be professionally edited;
The vendor will be responsible for scheduling all meetings with stakeholders.

7. ILO RESPONSIBILITIES

The ILO evaluation manager will have the following responsibilities:
- Review the evaluation questions with the evaluation team and liaise with concerned stakeholders as necessary.
- Monitor the implementation of the evaluation methodology, as appropriate and in such a way as to minimize bias in the evaluation findings;
- Review the evaluation report and provide initial comments ;
- Circulate the draft evaluation report to all concerned stakeholders;
- Collect comments on the draft from all stakeholders and forward to the evaluator;
- Liaise with Work4Youth staff whenever their engagement is needed to fulfil the requirements above.
The project team will have the following responsibilities:
- Provide all necessary information, documents and contact lists available.
- Facilitate the scheduling of meetings with key stakeholders when necessary.

8. COMPLETION CRITERIA

Acceptance will be acknowledged only if the deliverable(s) concerned are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process, and incorporate or reflect consideration of amendments proposed by ILO

Completion and acceptance of the final report will be based on the criteria set out by the ILO Evaluation Unit which are outlined in a note accessible at the following link:

Gender equality issues shall be explicitly addressed throughout the evaluation activities of the consultant and all outputs including final reports or events need to be gender mainstreamed as well as included in the evaluation summary.

Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and confirmed acceptance of them.

9. SPECIAL TERMS AND CONDITIONS

This evaluation will comply with UN norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Please refer to the UNEG code of conduct: http://www.unevaluation.org/document/detail/100

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows. All data and information received from the ILO for the purpose of this assignment will be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Work4Youth Final Independent Evaluation

INCEPTION REPORT

Anthony Dewees
Marie-Laure Talbot
Tony Powers

Introduction: Work 4 Youth

Work 4 Youth (W4Y) is a 60 month US$14.6 million project supported through a public-private partnership between the ILO and The MasterCard Foundation. The goal of the partnership and the project is to promote decent work for young women and men and to eradicate poverty and extreme hunger. The project works toward this goal through the generation and dissemination of new knowledge about the challenges to youth employment. The partnership reinforces ongoing ILO work in youth employment and the project was developed to respond to the need for youth-specific information regarding employment trends, wages, policies and practices highlighted in "The youth employment crisis: A call for action" and in enabling the ILO to promote inclusive and sustainable economic growth, employment and decent work for all (Goal 8) of the 2030 Agenda for Sustainable Development.

The principal project strategy for enhancing knowledge about the underlying dynamics of youth employment is the refinement and dissemination of the School to Work Transition Survey (SWTS) methodology. The SWTS focuses exclusively on youth (15 to 29 years of age) and captures detailed information on schooling and work history. The SWTS data provides insights into the challenges faced by youth that cannot readily be drawn from typical labour force surveys designed to provide indicators for the entire labour force. This enhanced youth-specific information provides a foundation for analysis and developing responses across the essential elements of a comprehensive youth employment policy or strategy (active labour market policies, skills and education; employment services, social protection; etc. depending on context).

At the completion of the program period, the ILO will have supported 34 countries realize at least one round of SWTS surveys. In each case, the ILO provided technical and financial support to government partners for adapting the methodology to reflect local conditions and priorities, administering the surveys and in analysing and disseminating results through engagement with national counterparts and other interested parties. In some cases, the administration of SWTS surveys was complemented by the administration of employer surveys.

The project leveraged the investment in the national SWTS surveys to expand the analysis of youth employment beyond the boundaries of participating countries with additional support for regional and thematic analysis of the survey data as well as to strengthen the analysis of youth employment in the ILO flagship publication, "*Global Employment Trends*".[33] Survey data was also used to populate an interactive database of youth employment indicators hosted by the ILO (YouthStats) and a two events were organized to promote the use of SWTS data in academic and professional publications. Complementing the compilation and dissemination of survey data, the W4Y initiative also assembled a searchable archive of policy documents related to employment promotion for youth (macroeconomic and sectoral policy, enterprise development, education and training, labour demand, labour law and legislation and labour market policy). A communication strategy involving print, mass media and social media was developed to disseminate project findings and raise the profile of youth employment.

Goals of the evaluation

The purpose of the Final Independent Evaluation is to indicate to the ILO, The MasterCard Foundation and other partners the extent to which the project has achieved its aims and objectives and to determine the relevance, effectiveness, efficiency, impact and sustainability of project outcomes.[34] The ILO has extended office-wide support to the project's implementation through country and regional offices. Given these efforts, and the importance of the youth employment in the ILO, the evaluation is also expected to examine the value provided by W4Y to important stakeholders[35] and emphasize lessons learned, success factors and good practice, which have a potential for replication in future programmes as part of the new ILO Development Cooperation Strategy 2015-2017.

Evaluation methodology

The final evaluation assesses W4Y investments with respect to their relevance, effectiveness, efficiency, impact and sustainability in promoting improved evidenced based policy and practice for youth employment. The evaluation covers the entire project period and its full geographic coverage. The evaluation is implemented by a team of three consultants: a lead consultant based in the USA and two additional consultants based in Canada and Australia.

Methods:

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[33] International Labour Organization 2014. Renamed in 2015 as the World Employment and Social Outlook – Trends 2015, International Labour Organization 2015.

[34] The DAC Principles for the Evaluation of Development Assistance, OECD (1991)

[35] Youth in participating countries, participating country government and non-government institutions, regional/global youth employment stakeholders, ILO global/regional/country offices and technical divisions and the Master Card Foundation.

- Desk review of project documentation:
  - Project documents, country reports from all 28 participating countries,
  - Relevant policy (policies, action plans, etc.) from participating countries (when available and relevant)
  - Regional/global and thematic products utilizing SWTS survey data
  - Academic and/or professional publications using SWTS survey data (including unpublished work within various ILO programs)
  - Project M&E data and reports to project funding partner

- Key informant interviews
  - Officials from MasterCard Foundation
  - W4Y project staff (current and past)
  - ILO – Geneva officials and technical experts in the areas of employment policy and youth employment; partnership development; skills; statistics and others
  - Country/regional level ILO staff [see country missions]
  - Government counterparts in selected countries: Ministry officials, statistical offices, etc. [see country missions]
  - Non-government counterparts in selected countries: international development agencies, multilateral financial institutions, national and international NGOs [see country missions]
  - Global/regional research institutions

- Country missions

  A sample of six countries will be selected for in-country missions. The selection criteria for the country missions include:

  - Geographical representation in proportion to project investment (2 in Sub-Saharan Africa, 1 in Europe and CIS, and 1 in Asia-Pacific, Latin America and the Middle East);
  - Countries that have completed two rounds of surveys;
  - Mixture of different modalities of ILO engagement in the country (country office, project office, long/short term consultants);
  - Existence of youth employment policy or a youth employment policy cycle (policy development, action plan, etc.) being underway;
  - Feasibility of access and travel during the evaluation period and
  - Observations of W4Y and other ILO staff identifying country-level experiences illustrating the opportunities and challenges of SWTS influencing dialog, partnership, policy or programs for youth employment.

    Country missions will be 5 days: 1 day for international travel, 3 days for engagement with relevant stakeholders and 1 day for a country level debriefing and reflection exercise.

Country Mission Work Plan (general template)

Stakeholder groups	Themes
Government:	
Lead government partner (usually Labour Ministry/Department)	History of involvement in the project
	Partner's role in the formulation of policy and/or programmes to address youth employment
	Links between SWTS and major government policies or initiatives in youth employment
	Partner's perception of key findings from SWTS (as well as reaction of different stakeholders)
	Utilization of SWTS in advocacy, partnership development or policy/programme responses for youth employment (constraints, opportunities), including appropriateness of report format and content to various audiences
	"Next step" investments building on SWTS with best potential for improving policy/program responses for youth employment
Other relevant government partners (i.e. Youth, TVET, Education, Social Welfare/Protection, Finance, Planning)	Policy and operational links to youth employment efforts in the country
	Involvement in SWTS
	Knowledge of SWTS and findings
	Use of SWTS results
	Key finding from perspective of the government partner and implications for policy and program for youth employment
	"Next step" investments building on SWTS with best potential for improving policy/program responses for youth employment
Technical implementation lead (usually national statistics office/bureau or equivalent)	Description of institution (location in government, role, legal status, regular activities, etc.)
	Characterization of ILO technical support
	Technical: (sample and items), needs, needs met, pending concerns
	Logistical: financial support (adequacy, efficiency), relative cost of SWTS in relation to similar exercises
	Perspective on the value to date of the SWTS: for youth employment, for technical capacity, for partnership development, including integration of SWTS indicators in institutionalized surveys.
	"Next step" investments building on SWTS with best potential for improving policy/program responses for youth employment

Non-Government:

Tripartite constituents (employers' organizations, workers' organizations)	• Links to actions and investments in promoting youth employment in the country
	• Involvement in SWTS
Non-governmental stakeholders a) UN system and International NGOs, b) international development partners and donors, c) national NGOs and civil society organizations, d) local higher education/ research	• Knowledge of SWTS and findings
	• Existing or potential links to other youth employment activities
	• Perspective on the value to date of the SWTS: for youth employment, for technical capacity, for partnership development
	• "Next step" investments building on SWTS with best potential for improving policy/program responses for youth employment
ILO lead in country/region (Country Office, Project Office, Regional Office, etc. – depending on SWTS implementation in that country.)	• Role of country/regional/project office in country-level SWTS
	• Main partners in country-level SWTS (Government, Non-Government and other ILO units)
	• Principal challenges in building support for SWTS country activity
ILO regional office participation where appropriate and feasible	• Value of SWTS (on youth employment policy/programmes, partnership building, including appropriateness of report format and content to various audiences)
	• Links of SWTS to other ILO supported initiatives (country-level, regional, global)
	• Support from W4Y project office— technical, logistic, administrative
	• Contributions of country/regional/project office to implementing SWTS (technical, logistical, administrative)
	• "Next step" investments building on SWTS with best potential for improving policy/program responses for youth employment

Analytical framework and indicators:

Relevance and strategic fit:

Did the project address relevant strategic needs for improving youth employment outcomes consistent with stakeholder priorities and promote stakeholder ownership?

Indicators: *Methods/Sources:*

Is the SWTS strategy of supporting improved evidenced-based policy and

practice in youth employment:

relevant for the national, regional and global constituencies?

Alignment with national development plans and priorities of the ILO constituents, ILO global, regional and country level strategies [*Document review, key informant interviews, country missions]*

Integrated into or supports established national policy development and/or planning processes [*Document review, key informant interviews, country missions]*

Links between W4Y outputs and regional/global advocacy, strategy or initiatives in youth employment [*Document review, key informant interviews]*

Adaptation of survey instruments, sampling and analysis to national context and priorities [*Document review, key informant interviews, country missions*]

implemented sensitive to local context/priorities and in a manner that builds ownership?

Linkages developed with relevant national institutions and stakeholders. [*Document review, key informant interviews, country missions]*

Review of technical documents, reports and communication products:

Survey instruments

Country reports

Regional reports

Thematic reports

Mid Term Review

Quarterly reports to funder

Communication products (documents, brochures, videos, press releases)

Key informant interviews and country missions

Technical contributors (ILO Geneva and others – including key personnel in communication strategy)

External (to ILO) analysts/researchers in the area of youth employment (ideally those who have produced analysis using SWTS data,) academic institutions, other UN bodies, other multilateral organizations and bilateral development institutions.

Technical experts within national counterpart institutions and policy makers in the area of youth development and employment (i.e. labour, education/training, social welfare and others

depending on country context)

Worker representatives and business associations

Validity of design		

	Indicators:	*Methods/Sources:*
Were the assumptions underlying the project design valid?	The alignment of the results framework (original and revised) with actual results and the country level and more broadly [*Document review, key informant interviews, country missions*]	*Methods/Sources:*
Was the results framework appropriate (including indicators), given the expectations of the ILO and the donor?		**Review of technical documents, reports and communication products:**
		Quarterly reports to funder
		Project delivery tracking
How realistic were the risks and assumptions upon which the project logic was based? How far did the project control them?	To what extent did assumptions proved to be realistic and whether the project faced risks which were not anticipated.	Midterm Evaluation
		Key informant interviews and country missions
	How closely did the programmed delivery of W4Y outputs conform to the original timeline and the revised (after midterm) timeline [*Document review, key informant interviews*]	W4Y project staff in Geneva
		Other ILO: Employment, Youth Employment Program, Country Policy, Partnerships and Field Support Department, Procurement, Finance and others.
	To what extent did the adjustment made after the mid-term evaluation improve the coherence and evaluability of the project	ILO staff involved in country level implementation
		Master Card Foundation staff

Effectiveness

Has the project achieved its objectives of generating and disseminating new knowledge about the challenges to youth employment and has this knowledge been used to enhance dialog, partnership, policy or programs in support of youth employment (country level and more broadly)?

	Indicators:	*Methods/Sources:*
Participating country level		
To what degree have survey results been used by national policy makers in participating W4Y countries? - how has that differed across countries?	SWTS results and/or policy archive (YouthPol) or youth employment database (YouthStats) cited in policy documents or by policy makers as informing the policy process or informing the development of practice, programs or projects. . [*Document review, key informant interviews, country missions]*	**Review of technical documents, reports and communication products:** Country reports Policy documents and/or program descriptions from participating W4Y countries Academic and other bibliographic data sources
How effective were the strategies employed by the project and the ILO offices for promoting the utilization of the survey process and results to enhance dialogue, policy development and/or new approaches or practices in youth employment?	Description of country-level strategies for promoting utilization of W4Y resources. [*Document review, key informant interviews, country missions]*	News stories **Key informant interviews and country missions)**
How did the effectiveness of strategies promoting the utilization of the SWTS process and results differ across	Awareness of relevant government stakeholders (labour, planning, education, training, youth development and others) of the SWTS. [**Country** *missions]*	ILO policy and youth employment experts (Geneva)

countries and what are the factors that seem to be associated with the more and less successful country experiences?

What national capacities have been targeted by the project, and what evidence is there of change?

Awareness of non-government stakeholders (UN system, International NGOs, Bilateral Aid Agencies) of the SWTS.

Description of capacity development support at the country level and at the ITC *[Country missions, key informant interviews]*

Participants (in capacity development) views on quality and relevance of training. *[Country missions, key informant interviews]*

ILO Country Office and regional experts on policy and youth employment

Government stakeholders: National Statistics Offices/Ministries of planning or other IP for SWTS work in the country

Non-Government stakeholders: Other UN system, International NGOS, national NGOs and research or advocacy groups.

Bibliographic and electronic search results

Logs from ILO and related websites,

Citations of SWTS in professional and academic publications as well as media stories

Regional/global level

How effective has the communication strategy and deliverables (website/videos/PSA/forums, etc.) been at disseminating the project's regional and global products and knowledge (including reports and databases)? What evidence exists regarding its reception?

Persons accessing YouthPol and YouthStats databases *[access logs from websites]*

Requests for SWTS micro data sets.

Dissemination of W4Y publications *[search results academic and professional data bases]*

Visibility of SWTS in ILO Programme Implementation Report and annexes [*Document review*]

To what extent did the implementation of the project, particularly with regard to its influence on employment strategy formulation (for youth or overall) contribute to the ILO's overall approach

Links between W4Y initiative and ongoing technical support of ILO to countries (employment policy, skills, employment services, labour market analysis, research and advocacy)

to employment policy and strategy formulation?

[*Document review, key informant interviews, country missions*]

Efficiency of resource use:

Have W4Y deliverables been produced in a cost-effective manner and has the project been managed to promote value for money?

	Indicators:	*Methods/Sources:*
Do the costs of the deliverable products (surveys and reports, databases) compare favourably to appropriate benchmarks from other ILO and non ILO initiatives?	Comparison of costs of W4Y deliverables with relevant benchmarks (for example – other ILO surveys and research reports, local survey costs in participating countries) [Document review, key informant interviews and country missions]	**Review of financial and program delivery reporting** **Key informant interviews and country missions** W4Y project staff Country-level partners
Is project implementation on track and has the project budget been managed to ensure that all commitments can be met (unless otherwise negotiated previously with Master Card Foundation)?	Historical review of delivery and expenditures [*Document review, key informant interviews*]	**Assessment of project delivery against comparable benchmarks** Other ILO surveys, database development
Have project management decisions – including of modification of planned activities -contributed to improving the overall value for money (VfM) of W4Y	Normative scoring on project management decisions as either neutral, positive or negative for VfM.	

Impact and sustainability of results:

What contribution did the project make towards achieving its long term objective of improving evidenced-based policy and practice in youth employment and in establishing the capacity and partnerships to sustain effective policy and program responses?

	Indicators:	*Methods/Sources:*
What contribution did the project make towards achieving its long term objective?	Evidence of utilization of W4Y information to inform country-level policy and program development	**Review of technical documents, reports and communication products:** Survey instruments Country reports Regional reports Thematic reports Mid Term Review Quarterly reports to funder Communication products (documents, brochures, videos, press releases)
	Visibility of W4Y products in regional/global engagement and advocacy in youth employment policy and practice by the ILO or other stakeholders	
	Capacity and political/financial commitment of national partners to sustain SWTS as a tool in youth employment policy and practice	**Key informant interviews and country missions** Technical contributors (ILO Geneva and others – including key personnel in communication strategy)
	W4Y initiative contributions to the capacity of the ILO and the Master Card Foundation to engage with national and global stakeholders in promoting enhanced commitment and improved policy and practices in addressing youth employment	External (to ILO) analysts/researchers in the area of youth employment (ideally those who have produced analysis using SWTS data,) academic institutions, other UN bodies, other multilateral organizations and bilateral development institutions.
What are the primary constraints to maintaining project achievements and expanding their influence on country, regional and global engagement, advocacy and policy development in youth employment?	Opportunities and constraints identified by: country-level stakeholders, regional/global level stakeholders, ILO HQ and Master Card Foundation	Representatives of the Master Card Foundation Technical experts within national counterpart institutions and policy makers in the area of youth development and employment (i.e. labour, education/training, social welfare and others depending on country context) Worker representatives and business associations

Timeline and deliverables

Time period	Activities	Deliverable
10 February 2016 to 18 March 2016	Desk review of project documentation Telephonic meetings with W4Y team Telephonic meeting with MCF (initial meeting concerning partner's expectation for the evaluation) Mission to ILO HQ Elaboration of inception report: Proposed evaluation framework and organization Proposed country mission methodology Selection of country missions Evaluation time line	**Draft Inception Report:** **17 March 2016**
19 March 2016 to 5 May 2016	Desk review of project documentation (cont.) Periodic telephonic meetings with W4Youth team Remote engagement with key ILO HQ staff (email) Meeting with MCF (telephonic) Ongoing consultation with consultant team Report drafting **Country missions:** **Togo:** 3 – 8 April 2016 **Malawi:** 10 – 15 April 2016 **Egypt:** 10 – 15 April 2016 **Ukraine:** 17 – 22 April 2016 **Vietnam:** 24 – 29 April 2016	**Work 4 Youth Final Independent Evaluation: Interim Progress Report 5 May 2016**

[incidental meetings (1 day) with W4Y stakeholders in:

Liberia - February

Uganda - April

Zambia – April]

6 May 2016 to 6 June 2016	Desk review of project documentation (cont.) Periodic telephonic meetings with W4Youth team Remote engagement with key ILO HQ and field staff (email and phone) Ongoing consultation with consultant team Report drafting **Country missions:** **El Salvador:** 8 – 13 May 2016	**Work 4 Youth Final Independent Evaluation: draft6 June 2016**
7 June 2016 to 30 June 2016	Revisions to draft: **20 – 30 June 2016**	**Work 4 Youth Final Independent Evaluation** **Final 0 June 2016**

6.3. Persons Interviewed

Name	Position	Organization
ILO Geneva		
Azita Berar Awad	Director of the Employment Policy Department	ILO Geneva
Aurelio Parisotto	Head of Country Policy Development and Coordination Unit	ILO Geneva
Gianni Rosas	Director ILO Office Italy and San Marino	ILO Rome
Naomi Asukai	Senior Evaluation Officer	ILO Geneva
Michael Axmann	Skills Development Systems Specialist	ILO Geneva
Valentina Barcucci	Technical Officer (W4Y project)	ILO Geneva
Sara Elder	Chief Technical Adviser Youth Employment Policy	ILO Geneva
Yonca Gurbuzer	Technical Officer	ILO Geneva
Jean-Francois Klein	Senior Administrator	ILO Geneva
Marco Minocri	Technical Officer	ILO Geneva
Giorgia Muresu	Senior Specialist Public-Private Partnerships	ILO Geneva
Niall O'Higgins	Senior Technical Specialist	ILO Geneva
Maria Prieto	Technical Specialist	ILO Geneva
Marco Principi	Technical Officer	ILO Geneva
Susana Puerto	Senior Technical Specialist	ILO Geneva
Marcelo Segovia	Technical Officer	ILO Geneva
Marie-Claire Sodergren	ILO Stats	ILO Geneva
Dorothea Schmidt	Head, Department Management and Coordination Unit Employment Policy Department	ILO Geneva
		ILO Geneva
Name	**Position**	**Organization**
MasterCard Foundation		
Steve Cumming	Senior Program Manager Youth Livelihoods	MasterCard Foundation
Samir Khan	Senior Manager, Research and Policy Communications	MasterCard Foundation
Chris Glover	Financial analyst	MasterCard Foundation
Name	**Position**	**Organization**
Samoa Country Mission		
David Lamotte*	Regional Director	ILO Decent Work Team, Bangkok Office
Mathieu Cognac*	Youth Employment Specialist	ILO Decent Work Team, Bangkok Office
Tomasi Peni	National Coordinator, Samoa	ILO Office, Samoa
Government		
Ben Sila Papalii	Assistant CEO, Social Statistics Division	Samoan Bureau of Statistics

Name	Position	Organization
Taupisi Faamau	Assistant CEO Apprenticeship, Employment and Labour Market	Samoan Ministry of Commerce Industry and Labour
Jordanna Mareko	Assistant Director	Samoan Ministry of Women, Community and Social Development
Maria Bernard	Manager	Program Monitoring Unit
Unions		
Tili Afamasaga	President	Samoan Workers' Congress
Employers' Organization		
Hobart Vai	Manager, Member Services	Samoan Chamber of Commerce and Industry
Other		
Kaisarina Salesa	SNYC Program Coordinatior	Samoa National Youth Council
Georgina Bonin	Assistant Resident Rep Program	UNDP
Elisabeta Kerslake	Education Program Manager	Australian High Commission
Vena-Liz Upton	Senior Education Program Manager	Australian High Commission
Rosa Maulolo	Administration Officer	Samoan Umbrella of NGOs
Situfu Salesa	Economic Development Officer	NZ Aid
Name	**Position**	**Organization**
Malawi Country Mission		
ILO		
Ruth Makwakwa	Project Consultant Work Integrated Learning	ILO
Government		
Mr Aubrey Matemba, Mr Dhuya Mtawali and Ms Towera Chilalika	Officials TVET	Ministry of Labour, Youth and Manpower Development
Mr Charles Mataya	Offiical	Technical Vocational Education and Training Authority (TVETA)
Mr Makwemba	Official	National Statistics Office
Ms Nini Sulamoyo	Official	Ministry of Youth
Employers' Organization		
Mr. Beyani Munthali	Executive Director of Secretariate	Employers' Consultative Association of Malwi (ECAM)
Workers' Organization		
Chikondi Nakoli	Official	Malawi Congress of Trade Unions
Other		
Dr Richard Mussa	Consultant/author SWTS country reports	
Mr Mike Ching'amba	Instructor	Natural Resources College of LUANAR
Mr Cosmas Katulukira	Etrepreneur	Tithokoze Farms
Mr. Bennet Tshirovha	Manager	Shoprite Malawi
Mr Mark Phiri	Consultant	GIZ/Ministry of Labour, Youth and Manpower Development
Ms Cecelia Chinula	Official	UNFPA Malawi

Name	Position	Organization
Mr Jonathan Gama	Official	DAPP Mikolongwe Training College
Mr Kelvin Banda	Official	African Development Bank

Name	Position	Organization
Togo Country Mission		
Government		
Akoly GENTRY	Directeur des Échanges et de la coordination	Institut national de la Statistique et des études économiques et démographiques (INSEED)
Djigbodi AGLOBO	Macroéconomiste, Direction de l'Observatoire de l'Emploi	Agence Nationale Pour l'Emploi (ANPE)
Gaston K. A. BATCHEY	Directeur Général de l'Emploi	Direction Générale de l'Emploi (DGE)
Gilbert B. BAWARA	Ministre de la Fonction Publique, du Travail et de la Réforme Administrative	Ministère de la Fonction Publique, du Travail et de la Réforme Administrative
Joseph ANALA	Directeur Général de l'Emploi des Jeunes	Ministère du développement à la base, de l'artisanat, de la jeunesse et de l'emploi des jeunes
Kokouvi Delali ABBEY	Directeur de l'Observatoire de l'Emploi	Agence Nationale Pour l'Emploi (ANPE)
Komi A. SEGLA	Statisticien, Direction de l'Observatoire de l'Emploi	Agence Nationale Pour l'Emploi (ANPE)
Philippe Koffi DOSSAVI	Responsable financier	Institut national de la Statistique et des études économiques et démographiques (INSEED)
Tchapo GBANDI	Économiste	Institut national de la Statistique et des études économiques et démographiques (INSEED)
Workers' organization		
	Présidente de la Commission de l'Emploi des Jeunes	Confédération Générale des Cadres du Togo
	Secrétaire administratif chargé de la documentation	Confédération Nationale des Travailleurs du Togo (CNTT)
Agui Yves PALANGA	Secrétaire Général	Confédération Nationale des Travailleurs du Togo (CNTT)
Atchindé AMAKOUE	Secrétaire Général Adjoint	Union Générale des Syndicats Libres
Ayikoué Sébastien TEVI	Secrétaire Général	Confédération Syndicale des Travailleurs du Togo
A. Kafui Constance DJOSSOUVI	Vice-présidente du Comité des Femmes	Groupe des Syndicats Autonomes
Emmanuel Adjé Koffi GUEZO	Secrétaire Général	Groupe des Syndicats Autonomes
François Komlavi Gbim-Djo AGBO	Secrétaire Générale Adjoint	Confédération Syndicale des Travailleurs du Togo

Name	Position	Organization
Jean Koffi Nayoté KONDO	Conseiller juridique chef du personnel	Confédération Syndicale des Travailleurs du Togo
Marguerite KIFALANG-TOYI	Secrétaire Confédéral Chargée des Questions du Genre et de l'Enfant Présidente de l'Union des Femmes des Syndicats Libres du Togo	Union Générale des Syndicats Libres
Mokli K. A. Ephrem TSIKPLONOU	Secrétaire Général	Confédération Générale des Cadres du Togo
Thomas KPODIESSO	Secrétaire Général Adjoint	Confédération Générale des Cadres du Togo
Walfei ABALO	Secrétaire Administratif	Union Générale des Syndicats Libres

Employers' Organization

A. Adolphe EDOH	Assistant Technique	Conseil National du Patronat du Togo
Kékéli KLUTSE	Responsable Juridique et Sociale	Conseil National du Patronat du Togo
Mensa KOGBETSE	Responsable Formation et Renforcement des Capacités	Conseil National du Patronat du Togo
Tevi TETE-BENISSAN	Directeur Exécutif	Conseil National du Patronat du Togo

Other

Damien Akoété Ega AGBODJI	Professeur Titulaire Agrégé des Facultés Doyen de la Faculté des Sciences Économiques et de Gestion (FASEG)	Université de Lomé

Name	Position	Organization
Egypt Country Mission		

Government

Amal Forad	Head of the Population and Research Center	Central Agency for Public Mobilization and Statistics (CAPMAS)
Dr. Hazem Fahmy	First Undersecretary, Head of Infrastructure Sector	Ministry of Planning
Hicham El Khatif	Employment Officer, Central Department for Transition to Labor Market	Ministry of Education
Madiha Saleh	Head of the Labor Statistics Department	Central Agency for Public Mobilization and Statistics (CAPMAS)
Mohamed Abdel Shakoon Saleh	Head of Workplan Sector	Ministry of Planning
Mohamed El Husseiny	Director of Foreign Relations Department	Ministry of Manpower
Mustaphas Abd Al Satar	International Cooperation Department	Central Agency for Public Mobilization and Statistics (CAPMAS)
Nashwa Mattar	Head of the Curriculum Department Consultant to the Director of Technical Education Sector	Ministry of Education

Name	Position	Organization
Dr. Nouran Abd El Hamid Ibrahim	Executive manager of Observatory of Higher Education and labour market	Ministry of Higher Education
Yasser Badr	Research assistant, Observatory of Higher Education – Studies and Research Unit	Ministry of Higher Education
Workers' Organization		
Mostafa Rostom	Director of the International Relations Department	Egyptian Trade Union Federation
ILO		
Amal Mowafy	Chief Technical Advisor, Decent Jobs for Egypt's Young People (DJEP)	ILO-Decent Work Team for North Africa/DWT Cairo
Christine Hofmann	Technical Officer, Skills and Employability	ILO-Decent Work Team for North Africa/DWT Cairo
Daniela Zampini	Employment Specialist	ILO-Decent Work Team for North Africa/DWT Cairo
Eric Oechslin	Senior Employers Specialist	ILO-Decent Work Team for North Africa/DWT Cairo
Luca Fedi	Senior Administrator	ILO-Decent Work Team for North Africa/DWT Cairo
Nagwa Ismail	Programming Unit	ILO-Decent Work Team for North Africa/DWT Cairo
Nashwa Belal	Chief Technical Advisor, Decent Jobs for Egypt's Young People (DJEP) Qalyoubia and Menoufia	ILO-Decent Work Team for North Africa/DWT Cairo
Peter van Rooij	Director	ILO-Decent Work Team for North Africa/DWT Cairo
Other		
Emad Helmy	Director, Employment Promotion Programme	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Mohamed Kadry	Director	Think Tank Development Solutions
Name	**Position**	**Organization**
Ukraine Country Mission		
ILO		
Antonio Graziosi	Country Director Ukraine	ILO Decent Work Team, Budapest Office
Sergiy Savchuk*	National Coordinator, Ukraine	ILO Office, Kiev
Government		
Yuliya Bilokon*	Youth Policy Specialist	Ministry of Youth and Sports
Valentyna Kolyada	Youth Policy Specialist	Ministry of Youth and Sports
Yarouslava Jourba*	International Relations Department	State Employment Service
Olena Rassakhatska	International Relations Department	State Employment Service
Viktoriya Karbysheva*	Duty Head, Vocational Education	Ministry of Education and Science
Serhiy Kikina*	Director of Labour Market and Employment Policy	Ministry of Social Policy
Nadiya Dmytrenko	Deputy Director of Labour Market and Employment Policy	Ministry of Social Policy

Tetyana Plakhotnyuk	International Relations Specialist	Ministry of Social Policy
Alla Solop*	Deputy Director of Labour Statistics	State Statistics Service
Workers' organization		
Hryhoriy Osovy	Head	Joint Representative Body of All-Ukrainian Trade Unions
Andreev Vasyl*	Head of Construction Workers' Trade Union	Federation of Trade Unions of Ukraine
Olesya Bryazgunuva*	Head of Youth Committee	Confederation of Free Trade Unions of Ukraine
Serhiy Kubansky*	Deputy Head of Council, Kyiv City Health Workers' Trade Union	Federation of Trade Unions of Ukraine
Mykhaylo Romas*	Representative	Confederation of Free Trade Unions of Ukraine
Volodymyr Davydenko	Legal Specialist	Confederation of Free Trade Unions of Ukraine
Ihor Tereshchenko*	Department of Protection of Social and Economic Rights	Federation of Trade Unions of Ukraine
Natalia Zemlyanska	Head	All-Ukrainian Union of Manufacturers and Entrepreneurs
Taras Gulenko	Leading Specialist	UkrNaftoGaz Trade Union
Olga Fedorenko	Head of Women Section	Free Trade Union of Motormen
Natalia Ovramenko	OSH Representative	Free Trade Union of Motormen
Employers' Organization		
Rodion Kolysko	Director	Ukrainian Employers' Federation
Anatoliy Garmash*	Labour Potential Development and CSR Department	
Other		
Olexander Tsymbal*	SWTS Project Team Leader	Institute of Demography and Social Research
Oleg Yarosh	SWTS Team Member	
Hanna Terschenko	SWTS Team Member	
Tetyana Bondar	SWTS Team Member	
Olga Balakireva*	SWTS Team Member	
Vira Profazi	Manager Youth Development	UNDP, Ukraine
Olena Ivanova	Social Sector Reform Officer	UNDP, Ukraine
Sergey Polyuk	Sector Manager, Welfare and Health Care Sectors	European Union Delegation to Ukraine
Olga Kupets	IDP Project - Research Team Leader	Kyiv-Mohyla Academy
Maryna Shpiker	IDP Project - Research Team Member	Kyiv International Institute of Sociology
Natalia Kharchenko	Deputy Director	Kyiv International Institute of Sociology
Valentyna Syza	Representative	Embassy of the United States of America
Name	**Position**	**Organization**
El Salvador Country Mission		
ILO		
William Lazaro	Technical advisor	ILO

Government

Evaristo Hernandez	Director General	General Directorate of Statistics and Census
Franciso Munguia	Manager, social statistics	General Directorate of Statistics and Census
Carlos Saenz	Director General	Technical Secretariat for Planning in the Presidency
Yeymi Elizabeth Muñoz	Director	Youth Institute
Xiomara Rivas	Official	Youth Institute
Leslie Servellón	Head, Department of Employment	Ministry of Labour and Social Protection

Workers' Organization

Sarahi Molina	Official	Movimiento de Unidad Sindical y Gremial de El Salvador.
Santos Garcia	Official	Confederación Sindical de Trabajadores y Trabajadoras Salvadoreños

Employers' Organization

Jorge Nieto	Official	National Association of Private Enterprise (ANEP)

Other

Nancy Argueta	Programme Analyst/Project Manager	UNDP El Salvador

Name	Position	Organization
Other		
Werner Eichorst	Director, Labour Policy Europe	Institute for the Study of Labour (IZA) Berlin

6.4. Documentation Reviewed

ILO-MCF Way for Youth project document

MCF Way for Youth Midterm Evaluation

ILO quarterly reports (programmatic and budget) to MCF

Way for Youth publications available on the website (country reports, regional reports, thematic reports, technical briefs)

 SWTS methodological guides and questionnaires

Country Office W4Y survey responses

NSO W4Y survey responses

Results of questionnaires concerning MCF Way for Youth experiences for national statistics offices and ILO country level participants/stakeholders

 ILO key documents on youth employment; documentation of the survey process (initial contact letters

Timelines for surveys and productions of reports;

PowerPoint presentations of papers (8) presented at the research symposium in 2015;

Concept notes for follow up initiatives that were developed earlier in the project (7 sub Saharan countries);

Attendance sheets from national events

Resolution on Youth Employment ('The youth employment crisis: A call for action' – please refer to Annex 8) adopted at the 101° International Labour Conference of the ILO.

The ILO's Development Cooperation Strategy 2015–17

6.5. Lessons Learned Template

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ILO Lesson Learned Template

Project Title: Work for Youth   **Project TC/SYMBOL: GLO/11/01/MCF**

Name of Evaluator: Anthony Dewees, Marie-Laure Talbot, Tony Powers
Date: 22/8/2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

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<tr>
<td>**LL Element**</td>
<td>**Text**</td>
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Brief description of lesson learned (link to specific action or task)

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Globally managed projects that propose objectives or have expected outcomes at the country level must secure the institutional buy-in necessary to access regular ILO resources at the regional/country level to support critical country activities or have those resources included in the global project budget.

Failure to ensure that institutional support or project resources are sufficient to support all activities necessary to meet project goals and objectives results in

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Context and any related preconditions

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The original project immediate objective was revised during the Mid-Term Evaluation. The revision reflected the recognition that country level adoption and use of the School to Work Transition survey information to develop policy or programme responses to youth employment was beyond the scope of influence of the the HQ managed project. The revised objective was a much more modest expectation that stakeholders would "use" the information in new or existing policy dialogue on youth employment.

While the HQ managed project was able to support a number of activities that could be logically associated with the SWTS information impacting on the global youth employment dialogue, there were no resources for country level support beyond the realization of the survey and a validation meeting.

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Targeted users / Beneficiaries	ILO HQ, ILO Regional/Country, Funding partners
Challenges /negative lessons - Causal factors	Result of lack of sufficient institutional buy-in or dedicated resources for country level support resulted in unclear expectations about country level outcomes and the failure to fully leverage project investment.
Success / Positive Issues - Causal factors	In globally managed projects with expected outcomes at the country level, support for critical actions at every level must be identified.
ILO Administrative Issues (staff, resources, design, implementation)	Projected design must consider all proposed outcomes and how they will be supported and fully test assumptions about required institutional (ILO) capacity for the project.