



Evaluation Summaries

Evaluation: Youth Employment in Indonesia: Policy & Action

Quick Facts

Countries: Indonesia

Final Evaluation: January 2006

Mode of Evaluation: Independent

Technical Area: Employment Policy

Evaluation Management: Asia

Evaluation Team: Margareta de Goijis and Farini Pane, external evaluators

Project Start: April 2004

Project End: February 2006

Project Code: INS/04/50M/NET

Donor: Netherlands (1,300,000 US\$)

Background & Context

Summary of the project purpose, logic and structure

ILO's Youth Employment Project (YEP) in Indonesia is funded through the Technical Cooperation Resource Allocation Mechanism (TC/RAM) process under the ILO/Netherlands Partnership Programme for 2004/2005. The project started in April 2004 and ended in February 2006. The total project budget was US\$1,3 million. The project built on another ILO project implemented between January 2003 and February 2004. The main purpose of the two projects has been to support Indonesia as a leading country in the global Youth Employment Network (YEN), which is a partnership of the United Nations, the World Bank and the ILO and brings together representatives of governments, the private sector and the civil society to explore

opportunities to meet the challenge of youth unemployment.

The development objective of the project was stated as follows: *"The project will foster gender sensitive policies and sustainable capacity at national level and local levels that place women and men at the heart of employment and competitiveness strategies yielding decent, secure and self-fulfilling jobs"*.

The first immediate objective was to have formalized and operational mechanisms established to allow networking, collaboration and planning around youth employment issues, substantiated by an increased number of national and local policies and programmes that reflect youth employment concerns.

The second immediate objective was to have strengthened the provision of employment related services to young people through the delivery of action programmes that are being replicated by major service providers.

Present situation of the project

Presently the project is in its' second phase, which focuses specifically on the support of the IYEN to develop a national plan of action on youth employment and related provincial strategies. Support was also to be provided for the institutional strengthening of the IYEN Coordinating Team and to selected IYEN partners. A second component focused on identifying and piloting innovative and creative programmes to provide employment or income generating opportunities for young people. Activities of the project have mainly been implemented in Jakarta and East Java and, since the beginning of 2005, in Aceh,

responding to the needs arising in the aftermath of the earthquake and tsunami disasters.

Purpose, scope and objectives of the evaluation

The purpose of the evaluation was to review and assess progress and achievements of the project, particularly aspects of efficiency, effectiveness, impact, relevance and sustainability. Furthermore, attention was given to lessons learned and to formulating findings and recommendations that could be fed into a proposal for a new phase.

Methodology of evaluation

The evaluation team met various stakeholders; project staff and consultants, government representatives and implementing partners, in Jakarta and in East Java. The consultants also reviewed the documents directly related to the project or the subject area.

Main Findings & Conclusions

In view of the limitation to two years and the resources allocated to it, the Project Strategy as outlined in the project document (TC-RAM SPROUT) was ambitious; so it had to concentrate on certain components and programmes.

The development objective is vague and provided little guidance to the project management. Also the immediate objectives are vaguely stated and not evaluable. The outputs did not specify what the project was expected to deliver. This however did not prevent the project from moving fast and reaching out to opportunities when they arised. The decision to concentrate on the “Start and Improve Your Business” (SYB) and “Know About Business” (KAB) programmes of the ILO seems partly based on the fact that they were easily accessible and relatively easy to implement, rather than an identified need for these programmes. Thus, the stated outputs do not reflect what the project has done. On the other hand, major outputs of the project, such as a KAB pilot programme, the Youth Employment Action Plan and the Provincial Strategy were not planned or envisaged in the

TC-RAM SPROUT and the rationality for moving in these directions was not elaborated on in progress reports.

To sum up, the implemented project is quite different from the project outlined in the project document, partly due to external factors such as the tsunami and the 2004 elections.

The issue of “employability of youth” has been somewhat neglected as well as the formulation of youth employment strategies. A large focus of the project has instead been on self-employment through enterprise creation, and the KAB Programme has been successfully introduced.

Technical backstopping by the sub regional ILO office in Manila and the ILO Geneva has been limited, partly because there is no youth employment officer or unit. The project interacts with many departments, without a responsible person for this project.

According to youth consulted by the evaluation mission, the main problem for the Indonesian youth is to gain skills and competencies that employers demand and to find a job. KAB and SYB are useful tools but will not be enough to tackle the youth employment problem and satisfy the demands of the target population.

Recommendations & Lessons Learned

Main recommendations and follow-up

The project has been instrumental in putting youth employment on the national agenda and in raising awareness of and addressing youth employment issues. For a better impact on youth employment, however, individual programmes of different ministries and the public and the private sector must be coordinated better. Also, ministries will need to develop their own specific action plans and strategies in relation to the national action Plan, which is quite general.

Recommendations:

In view of the project’s continued relevance and the need for consolidation of various initiatives and the Government’s request for continued support in implementing the

Indonesian Youth Employment Action Plan, the evaluation team strongly recommends an additional project phase. This phase should concentrate on consolidating the established mechanisms, in particular the Indonesia Youth Employment Network and its Coordinating Team and Technical Secretariat. Meanwhile, the overall objective of fostering youth employment should be kept in mind. The operationalization of the Indonesia Youth Employment Action Plan will be particularly important in this respect.

Furthermore, in view of the successful piloting of entrepreneurship development programmes, such as KAB and SYB, it is now important that these programmes are disseminated on a national basis and be allowed to benefit the youth target population and attain concrete results in terms of addressing youth employment concerns.

The ILO should continue to provide technical expertise and support but it is important that the Indonesian Government will take full responsibility for the functioning of established mechanisms and for the implementation of the IYEN Action Plan and provincial strategies.

The ILO should continue its efforts to ensure that both young women and men will benefit from the project.

Objectives and outputs need to be reformulated to correspond to what the project is actually doing and to guide implementation in a more specific and clearer way.

An intensified effort needs be made to strengthen the links between education and the needs of the labour market.

In order to optimize the KAB and even more so the SYB training, there is a need to develop linkages with credit institutions.

A dissemination and sustainability strategy should be developed for the KAB and SYB Programmes. Schools need to be mobilized to participate in them.

The implementation of trainings of trainers for KAB should anticipate the school year schedule to ensure the possibility and effectiveness of the implementation of KAB

right after this training. Sufficient time should be provided for schools to start the implementation and to decide on needed budget allocations.

Strategic LFA workshops are needed to outline ways to support the formulation of provincial- or sector-related IYEN strategies. These workshops should start with the identification of problems and with these problems in mind, move on to the formulation of objectives, results and actions.

The SYB Programme implemented during the previous phase needs to be reviewed; how many of the trained teachers are still active? How many schools are providing SYB? Are there budgets for SYB Programmes, including allocations by the local government?

Sub-committees should be established to address outstanding youth employment issues such as how to reduce the gap between skills taught and skills sought. Also efforts to create linkages between educational institutions and the business community needs to be strengthened and the Government should look into ways to provide incentives for enterprises to provide internships or employment opportunities for youth.

A mechanism for providing labour market information to secondary schools and school leavers needs to be developed through collaboration with the private sector.

Educational institutions should be supported to redirect the education and training offered towards the needs of the labour market and properly utilize the information generated by labour market information mechanisms. Support should also be provided to assess the needs for competence development of teachers.

It is necessary to strengthen capacities of technical ministries at national, provincial and district levels and of local economic development programmes to develop action plans and strategies, incorporating timelines, budgets, baseline data and quantified targets, for women and men, to address youth employment issues and operationalise the IYEAP and Provincial Strategies.