



Evaluation Summaries

Evaluation: Promoting Youth Employment in the Philippines: Policy and Action

Quick Facts

Country: Philippines
Final Evaluation: November 2007
Mode of Evaluation: Independent
Technical Area: Youth Employment
Evaluation Management: Regional Office for Asia and the Pacific
Evaluation Team: Cielito Habito
Project Start: April 2005
Project End: November 2007
Project Code: PHI/04/01M/CAN
Donor: Canada (US\$ 989,283)
Keywords: Youth Employment

Background & Context

Summary of the project purpose, logic and structure

Promoting Youth Employment in the Philippines is a two-year project that has sought to facilitate the creation of employment opportunities for young women and men in the Philippines by: (1) supporting efforts of the Government of the Philippines and other partners to formulate and implement an integrated policy and program package for youth employment and effecting change in government policies at national and local levels; and (2) implementing action programs to meet the needs of key youth target groups including school leavers, young people with low skill jobs, unemployed youth in the informal economy and young entrepreneurs.

The project focused on young women and men aged 15-30 (i.e. the defined age range served by the National Youth Commission) facing hurdles

to decent work, which include, amongst others, physical disabilities, socio-economic backgrounds and education levels.

The approach is built on the four themes of fostering the 4 E's of entrepreneurship, employability, equal opportunity and employment creation. The project adopted a four-pronged strategy that addressed the following key result areas: a) Mobilizing effective national policy; b) Strengthening pertinent stakeholders; c) Broadening the range of effective models; d) Enhancing the knowledge base. The project is at the end of its two-year implementation phase.

Purpose, scope and clients of the evaluation

The final evaluation is intended to provide the project management team, ILO field and headquarters staff, project stakeholders, and the donor with the feedback and information needed to assess, and possibly revise, policies and strategies for future similar projects. It covers the entire project over its two-year time frame.

Methodology of evaluation

The evaluation proceeds on the basis of review of pertinent documents (Project plan, Quarterly reports, event reports, training materials and trip reports), individual interviews and/or focused group discussions with various project partners, and field visits in five out of the eight demonstration program sites.

The aim of which is to evaluate: the project objectives, strategy and assumptions; the achievement of project objectives; the stakeholder buy-in, support and participation; the barriers to successful implementation; the gender dimension of project components and the impact/benefits occurred to the target groups thus far.

Main Findings & Conclusions

On the whole, the premises, general approach and strategy of the project were found to be valid and well-conceived. The premises were well-supported by employment data, the approach was based on ILO's tested approach, and the four-pronged strategy provided the necessary combination of macro-, micro- and middle-level interventions that could make a sustainable impact on youth employment.

It has become apparent that two years is too short to fully achieve the project's objectives. While an adequate momentum of activity has been secured among the various project partners, things have only begun to gel among them, and challenges remain formidable.

There appeared to be inadequate "buy in" for the project by the traditional tripartite partners of ILO. The project has been described as "donor-driven," "supply-driven" or "manager-driven," which had weakened ownership and accountability for project outcomes by the project partners. To a large extent, this arises from the lack of a national coordinating mechanism to steer the project. However, this was in part due to the project having reinforced its "bottom-up" approach in light of the frequent change in leadership and other bureaucratic issues which hindered its "top-down" components.

Recommendations & Lessons Learned

Main recommendations and follow-up

It is strongly urged that ILO seek support for a follow-on project, in order to optimize the achievements already made, to sustain the momentum already achieved among project partners at the national and local levels, and to widen the coverage of the project initiatives to cover other areas of the country with strategic importance in promoting youth employment.

- Recommendations for any future follow-on activities include:
- Foster stronger ownership among partners
- Establish an inter-agency/multi-stakeholder coordinative mechanism
- Strengthen training on values and attitude development
- Strengthen the identification and screening of teachers to be trained

- Move towards business knowledge in high schools by using ILO's "Know About Business" (KAB) tool
- Build in tracer/monitoring studies on beneficiaries in future projects
- Consider providing transport assistance to trainees up to job application stage
- Course any seed financing assistance through non-government partners
- "Educate" local government units on the implications of the Law on small businesses
- Align National Youth Employment Action Plan with both the Medium Term Philippine Development Plan 2005-2010 in general and the Philippine Medium Term Youth Development Plan in particular.

Important lessons learned

- This project demonstrated that the stated objectives should take into consideration the scope, budget and time which a project disposes.
- The project must not be perceived as being "donor-driven," "supply-driven" or "manager-driven" if it aims to be sustainable as this impedes a sense of ownership by stakeholders.
- Adequate for time for "high level" involvement should be earmarked to compensate for time lost due to changes in leadership.
- Efforts on the bottom-up approach can be more productive and rewarding when the challenges and constraints to the top-down approach are formidable.