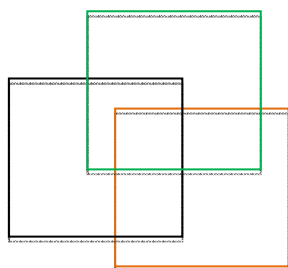


Train-the-trainer programme

Monitoring performance and assessing impact
of the Portuguese youth guarantee



Lisbon, 17 – 21 November 2014



BACKGROUND

In December 2012, the European Commission tabled a proposal for the introduction of youth guarantees to be implemented by member States. The European Council approved this proposal in April 2013.

With the introduction of the youth guarantee, the member States of the European Union (EU) committed to ensuring that young people are in a job, further education or activation measures within four months from becoming unemployed or from leaving school.¹ Together with national funds, a financial envelope for the implementation of the Youth Employment Initiative and the European Social Fund provide funding to support the implementation of these measures.

The European Council Recommendation specifies three basic principles for establishing youth guarantees: (i) early intervention and activation through the development of outreach strategies; (ii) partnership-based approaches; and strengthening the capacity of the Public Employment Services (PES) to provide personalized guidance, individual action planning and support based on the principle of mutual obligation; and (iii) monitoring and evaluation of the measures implemented under the youth guarantee.

It is in this context that the government of Portugal developed a plan for the implementation of the Youth Guarantee. This plan covers the period 2014-2020 and aims at easing the transition to work, enhancing the employability and reducing unemployment among young people (15-29) who are neither in education nor in employment or training (NEETs).

¹
EU Council Recommendation, 26
April 2013, C120/1

The Plan includes interventions to reducing the risk of early school leaving; strengthening career guidance services; expanding vocational training, internship and traineeship opportunities; enhancing geographical mobility; and creating employment opportunities.

The implementation of early intervention, activation and labour market measures is entrusted to an extensive network of partner organizations, coordinated by the *Instituto do Emprego e Formação Profissional (IEFP)*.

The development of a robust monitoring and evaluation system is a requirement for the implementation of the youth guarantee. The establishment of such a system for the measures planned under the Portuguese Youth Guarantee requires that programme managers of government institutions and other implementing partners become conversant with the various methods and tools that can be used for measuring the performance and overall impact of the measures that are part of the same guarantee..

Against this backdrop, the International Labour Office has been called to support the national team responsible for the implementation of the Portuguese Youth Guarantee in developing a monitoring and evaluation framework that measures the results achieved, allows for adjusting of the design and delivery of interventions and provides information and lessons learnt for future policy design and implementation.

BACKGROUND



STRUCTURE AND CONTENT OF THE PROGRAMME

The following components are envisaged in support of the consolidation of national capacity to monitor performance and assess impact of the Portuguese Youth Guarantee:

A. Training Needs Analysis (15-27 October, 2014)

The training needs analysis (TNA) will allow to identify the profile and needs of senior staff tasked to implement the actions and programmes of the youth guarantee. This analysis will constitute the basis for the design of the training-of-trainers workshop as well as for the adaptation of existing methodologies and tools to the needs of the implementers and the specific features of the Youth Guarantee Plan of Portugal.

B. Train-the-trainer workshop on performance monitoring and impact evaluation of youth employment interventions (17-21 November 2014)

The five-day training of trainers workshop will centre on the development of performance indicators; approaches to collect baseline and monitoring data; analysis of performance data to improve programme delivery; and impact evaluation approaches.

C. Development of a monitoring and evaluation plan tailored to the Portuguese Youth Guarantee (November-December 2014)

The discussion held during the workshop will be instrumental to the development of agreed monitoring and evaluation framework that will be used by all partners involved in the implementation of the Youth Guarantee.

This plan will: (i) include a description of the monitoring system (performance monitoring indicators, baseline values, targets, data sources and timelines), and of the evaluation method(s) to be used to measure the employment and earnings impact of interventions on participants; and (ii) provide an estimate of monitoring and evaluation costs for the period of the youth guarantee.

D. Design of a standardized staff development package (January 2015)

The workshop and the monitoring and evaluation plan will allow for the development of a staff development programme and learning material that can be used by senior staff of the central authorities and partners to rollout a training programme for all staff involved in the collection of data and day-to-day monitoring of programme implementation.

STRUCTURE AND CONTENT OF THE PROGRAMME



OBJECTIVES OF THE PROGRAMME

The objectives of the train-the-trainer workshop aim to:

- i) Become acquainted with the set of monitoring indicators that are being established at the EU level;
- ii) Discuss and agree upon a set of process and outcome indicators common to all implementing partners;
- iii) Establish the baseline and decide on data collection methods, timeframe and analysis;
- iv) Explore impact evaluation approaches that may be considered for the interventions planned under the Portuguese Youth Guarantee.

The review of national practices relating to monitoring and evaluation of youth guarantees and youth employment programmes will constitute an important part of the above-mentioned workshop. These practices will provide concrete examples of what works in the design and implementation of the different components of monitoring and evaluation systems (design of indicators, collection and analysis of monitoring information, measurement of impact). The workshop will also provide some tools and techniques for the design and implementation of training workshops and will be structured around the following three parts:

- ✓ *Youth Guarantee in Portugal and in other EU member states:* This part of the workshop will focus on the key features of the Portuguese Youth Guarantee, the assessment methods included in the Implementation Plan and its relevance in detecting changes in labour market indicators (employment, unemployment, NEET and early school leaving rates). This part of the workshop will also offer an opportunity to examine the key monitoring and evaluation features of youth guarantees in other EU countries and explore the basic principles of monitoring and evaluation of youth employment interventions.

- ✓ *Performance monitoring:* The core part of the workshop will centre on the application of the indicators established at the EU level and the identification of a common set of key process and outcome indicators that are instrumental measure the performance of single interventions and of the Youth Guarantee as a whole. The training sessions will include aspects relating to baseline data; definition of process (implementation) and outcome (results) indicators; data disaggregation (e.g. individual beneficiaries, type of interventions and unit costs); data gathering methods; analysis of results and reporting.
- ✓ *Impact evaluation approaches:* The final part of the workshop will provide an introduction to impact evaluation techniques (e.g. experimental and quasi-experimental methods) and touch upon the most common tools currently applied to measure the impact of youth employment interventions.

OBJECTIVES OF THE PROGRAMME



METHODOLOGY

The workshop will use a participatory approach that will allow for the exchange of information, knowledge and experience among participants and between participants and facilitators. It will be delivered through a combination of presentations, discussions and group activities with a view to creating a conducive learning environment.

The workshop is designed for senior staff of the organizations and entities involved in the implementation of the Youth Guarantee and in the training of staff who is engaged in day-to-day operations on the ground. The profile of workshop's participants includes technical competencies in the broad areas of the Youth Guarantee (early intervention and activation; education and training; counselling and guidance; employment, internship and traineeship opportunities), in monitoring and evaluation systems and training methodologies.

PARTICIPANTS' PROFILE

VALIDATION

Validation of the training workshop will be done on a daily basis, through continuous feedback between the facilitators and the participants. At the end of the workshop, participants will be asked to validate both the facilitation and organizational aspects of the workshop.

MONITORING PERFORMANCE AND ASSESSING IMPACT OF THE PORTUGUESE YOUTH GUARANTEE

Languages: Portuguese and English
17 – 21 November, 2014
Venue: IEFP, Rua de Xabregas 52, Lisboa

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00-10.00	S1: Opening Objectives and content of the workshop TNA and participants' expectations	S4 EU Indicators for monitoring the YG: definition and measurement Macroeconomic indicators Implementation and outcome indicators	S6 Monitoring the Portuguese YG interventions Early intervention and activation (baseline and indicators)	S7 Monitoring the Portuguese YG interventions Labour market measures(baseline and indicators)	S8 Impact evaluation approaches Experimental and quasi-experimental methods
10.00-11.00	S2: Youth guarantee around Europe Key features of YGIP (target groups, measures, M&E framework)	S4 EU Indicator framework for monitoring the YG (cont.ed) Implementation and outcome indicators	S6 Monitoring the Portuguese YG interventions Early intervention and activation (indicator disaggregation)	S7 Monitoring the Portuguese YG interventions Labour market measures(indicator disaggregation)	S8: Impact evaluation approaches Randomized assignment
COFFEE BREAK					
11.30-13.00	S3: Monitoring and evaluation: Basic principles Performance monitoring and impact evaluation Process, outcome and progression indicators	S5 Monitoring the Portuguese YG: Definitions and measurement Baseline, target groups, key reforms, early interventions and labour market measures	S6 Monitoring the Portuguese YG interventions Early intervention and activation (data sources and data collection)	S7 Monitoring the Portuguese YG interventions Labour market measures(data sources and data collection)	S8: Impact evaluation approaches DD, Regression discontinuity and matching design Choosing between different approaches
13.00-14.00	S3: M&E of youth interventions: Basic principles (cont.ed) Baseline data and targets Data sources	S5 Monitoring the Portuguese YG: Definitions and measurement Baseline, target groups, key reforms, early interventions and labour market measures	S6 Measuring key reforms Education and career guidance reforms (data aggregation and measurement of performance)	S7 Measuring key reforms Evolution of Impulso Jovem and professional qualification system (data aggregation and measurement of performance)	Closure Validation of the workshop Next steps

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