

Date: 13 June 2012

**Meeting of the Programme Management Committee (PMC) for the Joint Programme
“Support to the National Efforts for the Promotion of Youth Employment and
Management of Migration”**

PMC members:

- Silvija Gajin, Advisor, Ministry of Economy and Regional Development (on behalf of the MERD Co-Chair)
- Gregoire Goodstein, Chief of Mission, IOM (co-Chair)
- Juerg Staudenmann, Deputy Resident Representative, UNDP
- Jovan Protić, National Programme Coordinator, ILO
- Jelena Zajeganovic, Project Officer for Adolescents, UNICEF
- Dragan Djukic, Director of Employment Sector, National Employment Service
- Zorica Labudovic, Head of Department for Youth Cooperation, Ministry of Youth and Sport

The Final conference

The Conference was held on 24 April 2012 in the Palace of Serbia in Belgrade, with participation of the representatives of the relevant ministries, Embassy of the Kingdom of Spain, UN agencies involved in implementation, and others.

The aim of the Final Conference was to present results achieved after three years of implementation, lessons learned and good practices established within the areas of youth employment, social protection and youth migrations, but also to present potential ways forward.

The event consisted of three blocks: after the introductory speeches of high level officials in the first block, the second part of the conference focused on employment results, while the third focused on results achieved in the field of social protection, migration and youth. At the end, evaluation findings have been presented and recommendations made for future steps. The opening speeches were given by Ms. Ljiljana Dzuver, Assistant Minister of the Ministry of Economy and Regional Development (MoERD), HE Mr. Francisco de Miguel Alvarez, Deputy Head of Mission of the Embassy of the Kingdom of Spain and Mr. William S. Infante, UN Resident Coordinator in Serbia.

The key JP results were presented by Mr. Jim Newkirk, an Evaluation Expert.

The Final Evaluation Report

The final evaluation of the JP was undertaken in during March and April 2012 and included review of all available sources of information, including a desk analysis of all project documentation, interviews with partner representatives and JP management and staff.

Prior to the final evaluation, monitoring of JP components was completed, resulting in production of technical reports related to the following areas

- Youth employment policy and programme development
- Management of migration
- Social protection, social assistance services and integrated service delivery
- Youth policy development.

The analysis that summarized the achievements attained under each of component of the JP was used as a basis for the final evaluation.

The evaluator has worked under the guidance of the Evaluation Reference Group, and in close coordination with the members of the YEM team in Serbia. Operating within the framework of the *Programme Monitoring and Evaluation Framework*, the progress made in relation to SMART outputs was reviewed as well as the overall performance of the Joint Programme focusing particularly on the overall relevance, effectiveness, efficiency and sustainability of the JP.

The key conclusions are that the JP's design was **relevant** at the time of the original design process, and it has been able to maintain that relevance throughout the ensuing 5 years, through a flexible approach to implementation and close coordination/cooperation between national partners and implementing agencies. Also, the JP has had a **significant impact**, and initiated strong, **structural change** in a number of areas of its work that addressed integrated policies and measures. The most important lessons learnt during the implementation of targeted youth employment programmes were:

- There are strong links between support to planning, statistical database development and the ease of direct intervention.
- Although broad interventions are important for policy development, concrete actions need to have firmer links with the target groups. While the policy segment of social enterprise activity brought about excellent insights into institutional frameworks, the concrete intervention did not have disadvantaged youth employed in social enterprises as its focus.
- Targeting and tailoring to individual needs and labour market disadvantages produce good programme results, especially in terms of increasing participants' labour

market attachment. Good targeting, however, also implies slower intake of participants into programmes, longer treatment periods and a lower share of participants employed at follow-up.

- Employment rates at follow-up for programmes targeting disadvantaged youth may not be the best measure of programme success. The return on public investment, in fact, should be measured in terms of savings accrued in social assistance expenditures (for those youth who are beneficiaries of social assistance); increases in wage tax revenues from individuals who would not normally be able to find work in the formal economy; and increased in labour market attachment and self-confidence in job search.
- Link to work experience and involvement of the private sector (e.g. through in-company training, work placement) increase employment opportunities, especially if programmes place participants with private companies. In fact, even in cases where the young beneficiary is unable to secure employment at the end of the programme, the skills and work experience gained can be easily spent in the open labour market with other employers.
- Support to the creation of local action plans has contributed to the expansion of locally initiated active labour market programmes in 2011 and will probably play a significant role in 2012 as well, cushioning the negative effects of the reduction in central funds allocated for ALMPs.
- Piloting programmes that might never take off, while integrating those that work into standard programmes, should become a routine activity of the NES as a continuous adjustment to changing contexts.

The Final YEM Report

The final report provides a comprehensive overview of all activities and results achieved throughout the implementation process. The overview is given within the following chapters: I Purpose, II Assessment of the JP Results, III Good Practices and Lessons learned, IV Financial Status of the JP and V Certification of Operational Closure.

YEM 2

In order to make the best use of very good results achieved in many fronts over the past three-years of programme implementation, YEM team has started to work on project proposal of the YEM2, as a potential follow up project.

Meeting conclusions:

- Final Evaluation Report – Approved by the PMC members by email.
- Final YEM Report – Approved by the PMC members by email

Meeting minutes approved by:

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Ministry for Economy and Regional Development

Gregoire Goodstein
Chief of Mission, IOM

Juerg Staudenmann
Deputy Resident Representative, UNDP

Jovan Protić
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