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Independent Mid-term Evaluation

ILO DWT CO Moscow Project

From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia

(DW Project) RER0905MFIN

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List of Acronyms or Abbreviations:

ADB	Asian Development Bank
ARM	Armenia
AZE	Azerbaijan
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DW	Decent Work
DWCP	Decent Work Country Program
DW project	ILO Moscow Project: From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia”
DWT/CO Moscow	Decent Work Team and Country Office for Eastern Europe and Central Asia
EIIP	Employment-Intensive Infrastructure Programmes
EU	European Union
FDI	Foreign Direct Investments
GDP	Gross Domestic Product
GEO	Georgia
LI	Labour Inspection
ILO	International Labour Organisation
IMF	International Monetary Fund
KAB	Know About your Business
KAZ	Kazakhstan
KYR	Kyrgyz Republic
LMS	Labour Market Survey
MIC	Middle Income Countries
MOE	Ministry of Education
MET	Modular Employment Oriented Training
MOL	Ministry of Labour
M+E	Monitoring and Evaluation
NEO	National Employment Office
NGO	Non-Government Organisation
NPC	National Project Coordinator
OECD	Organization for Economic Co-operation and Development
OJT	On the Job Training
PAC	Project Advisory Committee
PES	Public Employment Services
ProDoc	Project Document
RBM	Result Based Management
SAMET	Systems Approach to Modular Education and Training
SFP	Strategic Framework Policy
SPF	Social Protection Floor
SIYB	Start and Improve Your Business
SM	Social Minimum
SME	Small and Medium Enterprises
TAJ	Tajikistan
TNA	Training Needs Assessment
ToR	Terms of References
ToT	Training of Trainer
TVET	Technical Vocational Education and Training
TUR	Turkmenistan
UN	United Nations
UNDP	United Nation Development Programme
UNICEF	United Nations Children’s Fund
UZB	Uzbekistan
VT	Vocational Training
VET	Vocational Education and Training
WB	World Bank
WEI	Wider European Initiative

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At the end the content of this paper is the sole responsibility of the author, who hopes that this mid-term evaluation may contribute to the steady improvement of the specific work of the DW project and the ILO in general.

Executive Summary

Background

The Project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia” (hereinafter DW project) was planned as a reaction to the global economic and financial crisis with an aim to develop long term solutions. The Development Objective of the DW Project is to support employment security in society and to promote sustainable social development, through the implementation of Decent Work Country Programmes (DWCPs) and the Decent Work Agenda. The Immediate Objectives the DW Project (as adjusted during the Inception Period) are: (I) Employment opportunities will be increased; (II) Working conditions will be improved; (III) The minimum level of social security will be increased.

The DW project is fully funded by the Ministry for Foreign Affairs of Finland. It is part of the Wider European Initiative (WEI) - a bilateral development co-operation program announced by Finland in 2008. Due to the geographic implementation in eight countries (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Turkmenistan) the project has a central office in the ILO DWT/CO Moscow as well as offices in the individual countries of implementation.

Purpose, scope and clients of the mid-term evaluation

The mid-term evaluation purpose is in line with the learning and accountability function of evaluation: it is programme adaptation and improvement. The DW project was planned for implementation in eight countries. The mid-term evaluation looked as a matter of priority at activities implemented in three countries: Armenia, Kazakhstan and Tajikistan, and related to all three pillars of the project (Employment; Occupational Safety and Health; Social Security).

The mid-term evaluation serves the following - external and internal – clients’ groups:

- The ILO Moscow Office (into which the DW Project is fully integrated)
- The ILO Headquarters management and backstopping units
- The tripartite constituents in the Project countries
- The Donor

Methodology

The mid-term evaluation of the DW project was done according to the OECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability. Active involvement of the relevant stakeholder and constituents in mid-term evaluation process was of highest relevance. Although the DW project did not produce a clear baseline study, its close connection to the Decent Work Country Programs (DWCPs) and its inclusion in the ILO programming cycle balanced out this deficit. The following methods had been used for the preparation and the implementation of the mid-term evaluation:

Document Review: The evaluator reviewed project background materials before conducting any interviews with project staff in Moscow or field trips.

Planning Meetings and Country specific Field Interviews: Starting the mid-term evaluation mission there was a briefing in Moscow with the CTA and other ILO staff supporting the DW project, to reach a common understanding regarding the status of the project, and the priority assessment questions. After a preparation phase a field mission in three countries (Armenia/Kazakhstan/Tajikistan) followed. During the field trip individual or group interviews had been conducted with the relevant constituents and stakeholders.

Main Findings and Conclusions

Relevance and design of the project

(i) Aspects of contribution to the national priorities and stakeholders' ownership: The great majority of the interviewed persons confirmed that ILO's input is relevant and adequate for each country and a helpful input to the recovery activities in the region. Mixed observations must be reported in terms of the stakeholders' ownership of the project. There are some cases in which the constituents use the projects' outputs to develop follow on activities on their own responsibility. But in other cases the constituents see the ILO not only as the instigator, but expect additional activities and even higher financial contributions.

(ii) Validity of project design and the adequacy of indicators: The logic of the design changed during the implementation of the project. Initially it was designed as a quick and additional reaction to the risky outcomes of the financial crisis in 2009. During the inception phase the DW project intervention logic was adapted. The intention was bringing the interventions of the DW project closer to the objectives of the DWCPs. Consequently, there is a pragmatic overall project intervention logic: 'If there is a DWCP, all the interventions are designed mutually with the relevant country constituents and so they are subsequently relevant, hence coherent and realistic'. But the DW project is implemented in parallel in many countries. In each country the interventions have set different key aspects of activities. The attempt to develop an integrated LOGFRAME for the whole DW project interventions in eight countries within three complex target areas is really challenging. On the other hand, there are some deficits in the definition of the objectives and the appropriateness and usefulness of the indicators. The objectives are still relevant and valid, but should be brought in a more realistic form.

In the overall because this is a kind of a project which has unique characteristics – three complex intervention areas in eight countries in two regions – we can sum up that the **relevance** of the project is all in all **good**.

Effectiveness of the project

The effectiveness in **pillar I** (employment) is quite good. In Kazakhstan employment and labour market policies and related legislation were changed/improved with the support of the DW project. Armenia is working on its reforms supported by the DW project. Moreover, in Armenia the DW project aided the development of pilot based innovative options for people with disabilities to get access to decent work. Only in Tajikistan the institutional development of the PES so far shows limited effectiveness.

Related to **pillar II** (working conditions/OSH) the development of National OSH systems is in Tajikistan (a National OSH Program is drafted) already on that level of development that was expected for the end of 2013. Further on, it seems probable that the objectives for Kazakhstan may be achieved too until the end of the project (there are plans to develop a "Strategy OSH 2020" in Kazakhstan). In Armenia the progress is depending on the political situation after the Presidential elections in 2013.

Pillar III (Social Security Aspects) shows a mixed picture. Limited effectiveness is observed in the lower-income countries because of technical complexity and political nature of the subject areas covered by this pillar. However, in the upper-middle income countries like Kazakhstan, two ILO conventions have been ratified in 2012 with the support of the DW project: In June 2012 the C183 (Maternity Protection Convention, 2000) and just recently, in November 2012, C156 (Workers with Family Responsibilities Convention, 1981), which exemplified the official commitments by the Kazakh government to improve their maternity protection and work and family system.

Very effective is the usage of social dialogue and tri-partism as an instrument for capacity development of the constituents and as well as a tool to improve policy outcomes in the

related countries. The list of the main factors influencing the achievement or non-achievement of the objectives is topped by the capacities of the constituents. Capabilities of the constituents in the DW project countries to add own (financial) resources to the implementation of activities/programs are also an important success factor.

Additionally one should take into account that there are intervening variables which cannot be influenced by the project management. For example, the political development in the Kyrgyz Republic due to a permanent crisis situation since 2009 made it almost impossible for the DW project to produce the necessary outputs. Reflecting all these factors in total the **effectiveness is good**.

Efficiency

(i) Management aspects

The project works with one international expert (CTA) and two administrative and financial assistance staff based in ILO Moscow office. Further on, there are seven national project staff members, one in each country working actively in the DW project. The project team was supported by a backstopping team of technical specialists from the ILO DWT/CO in Moscow. Additionally experts from the ILO Headquarter in Geneva and in special cases experts from outside had been engaged. The Steering Committee/Project Advisory Group conducted bi-annual meetings, and played an active role in monitoring project implementation. On national level the practice has been comparable.

The project started with a short delay in May 2010, but due to recruitment procedures there had been different real begins in each of the actively involved countries. Due to the fact that the CTA position was not occupied for nine months in 2011 some communication deficits occurred. But the DW project used the potential and capacities of the ILO Moscow Office in an optimal way. The DW project has a very good co-operation with other ILO projects and collaborates well with other donors' organizations. Despite a short delay with the start of the project and delays in recruitment of national project staff, the project delivered the necessary activities in a timely manner. Hence the management capacities had been appropriate. But it should be noted that the geographical extension of the project was too big for the number of staff.

(ii) Resource efficiency aspects

There is no real comparable project. This means it is not an easy task to assess the efficiency of this project because a real comparison with another ILO project is not possible. Hence, in this analysis we have to rely on subjective assessments (assumptions of plausibility) of the interviewed persons. Reflecting the allocation of the resources of the project the following shall be mentioned. Personnel cost will cover 32% up to 35 % of the whole budget. Expenditures for activities will be up to 50% by the end of 2012 and will stay at this level until the end of 2013. Even if we keep in mind the 13% general program support cost which ILO is taking for all project implementation activities, for the Finnish donor the DW project is cost-effective, because the specialised background of the ILO makes it possible to use high qualified technical expertise without additional payment for external experts. There are an impressive number of activities implemented by the technical specialists who are working on the regular pay-roll of the ILO and supporting the DW project. Hence the project is managed in a resource and cost efficient way.

(iii) Implementation aspects

Under implementation aspects we will give an assessment of the timeliness of the achievement of the objectives of the DW project. **Pillar I** (Employment) shows excellent progress time wise with the exception of the strengthening the capacities of the PES in Tajikistan (see verifiable indicator 1.2.2). Hence, the planned targets will be reached. With

regards to **Pillar II** (OSH/working conditions), it is out of question that National OSH Systems/OSH management systems had been introduced, drafted and to a certain degree developed. The probability is high that the planned targets will be reached and the immediate objective 2 will be achieved finally. **Pillar III** (Social Security) shows a mixed picture: there is a chance that the Kazakh government is taking a measure to improve the SM calculation methodology based on the ILO technical analysis and recommendations (outcome 3.1). But this decision is strongly influenced by political aspect. In Armenia, inclusion of SPF concept into national protection strategies or programs may be challenging within a short term of the DW project. In the field of gender, outcome 3.3 is already achieved. C183 and C156 were ratified in Kazakhstan in 2012 and the capacity development of the social partners in Tajikistan is on a good way.

To summarize: It is impossible to decide if the same results could have been attained with fewer resources, because there was no comparable project in the region which could be used as a benchmark. And the unstable political situation in some of the countries makes a fair assessment on efficiency more complicated. The described communication deficits and of course the big number of involved countries in relation to the DW project resources (staff, budget, time) reduced the possible efficiency somehow. But the analysis of the progress of the DW project up to yet lead to the **assessment of efficiency as good**.

Impact

Pillar I (Employment): First of all to mention here is the development and introduction of the new policy for people with disabilities in Armenia. A real paradigm change happened. Before the PES staff were assessing people with disabilities on what they cannot do. Now, within the new approach PES staff are checking what these people can do. This new approach will be part of the ALMP system in Armenia in 2013 and follow on years. A comparable impact can be identified in Kazakhstan: After a period of de-regulation policy, in which the public employment services and corresponding active labour market activities had been reduced if not abolished, now with the support of the DW project the new Employment Policy 2020 was developed and confirmed.

Pillar II (Working conditions): In all the countries OSH management systems are implemented on enterprise level. Even sometimes within bi-partite committees, which are managed in social partnership. The National OSH systems are up to yet not in the point of development to be seen as an impact, but it seems to be highly probable to achieve this stage until the end of 2013.

Pillar III (Social security): Prominent impacts are confirmed under the gender component with the ratification of the relevant ILO conventions No.183 and No.156 in Kazakhstan. Not really finalized yet, but we may mention here the option for improvement of the subsistence minimum definition in Kazakhstan and the increased capacities of the tri-partite constituents in integrating gender equality in their work or develop social policies.

General Impact: According to research findings, the project contributed to capacity development of the constituents in all the visited countries in all areas of interventions. The capacities developed are practically used by the constituents in their work. The overall project **impact is good** and can be even improved until December 2013.

Sustainability

For a mid-term evaluation it seems a bit too early to assess aspects of sustainability. But the following shall be mentioned:

Pillar I: There is a high probability of sustainability in the implementation of the Employment 2020 Strategy in Kazakhstan. It is not certain if the recently founded trade unions for workers in informal economy in Kazakhstan will develop in a sustainable manner. There are some doubts too if the policy for people with disabilities in Armenia will be sustained. It is highly

risky to expect that the PES in Tajikistan will have an improved LMI(A)S at the end of the project. **Pillar II:** There is a chance that OSH policy or strategies will be established in one or two of the DW project countries thus leading to long-term effects. **Pillar III:** The ratification of Conventions 183 and 156 will have a long term impact in Kazakhstan.

To sum up: the sustainability is already given but on a limited level. There are still some options to improve until the end of the first phase of this project in December 2013. The overall assessment of sustainability of the DW project up to yet is **satisfactory**.

Conclusions, lessons learned and good practices

Based on the assessment of project performance as per all five evaluation criteria the overall assessment of the project is **good**.

- The attempt to develop an integrated LOGFRAME for the whole DW project interventions in eight countries within three complex target areas as such as (i) Employment Promotion; (ii) Occupational Safety and Health, and (iii) Social Security, is really challenging, and hence, it failed somehow. As a possible solution, country specific sub-project LOGFRAMES should have been developed.
- Modern Labour Market Information and Analysis Systems cannot be established without equipment delivery and a long term training approach to build up the necessary capacities in the institutions of a country, especially on IT and counselling services for PES clients.
- One cannot underestimate the importance of national consultative bodies in providing strategic advice and guiding project implementation. Steering processes are resource and time consuming, but also very supportive for management decisions, especially in conflict cases. For the next phase it should be clearly defined in which form a steering system shall be built up and in which frequency on which implementation level such meetings shall be held.
- Mixed observations must be reported on the item how the stakeholders' ownership of the project concept and approach developed since the project started. There are cases in which the constituents use the projects' outputs to develop follow on activities on their own responsibility. But in other cases the constituents see the ILO not only as the instigator, but expect additionally implementation of activities and even higher financial donations.
- Out of the success factors which can be influenced by project management the development of the capacity of the constituents is of outstanding importance. Consequently, the rest of the project duration should be used to continue capacity development activities as a priority.

Good practices

1. As a real good practice to be transferred to other countries the Armenian approach of inclusion of people with disabilities into the labour market shall be mentioned here explicitly. In all developing or transition countries inclusion of disabled persons is a big challenge and it is necessary to develop new approaches to handle the problem adequate and gracefully. For sure the Armenian approach of an integrated active labour market program which covers both workplace adaptation and job placement aspects is not the only and even not the final solution.
2. Another example of good practice was given in the context of the discussion on the transfer from the informal to the formal economy. The idea to establish special trade unions of informal workers is innovative for the region and as compared to the traditional approach of trade unions supporting organized labour in the formal economy only. It seems to be worth to be supported further and tested for its impact in the mid-term.

Main recommendations

(i) Recommendations for the immediate next steps (until December 2013)

1. During the remaining time of the first phase of the DW project the focus shall be on those activities which are closely related to the achievement of the planned objectives.
2. The project should continue capacity development inside the partner institutions (MoLs, unions, employers). This is relevant for all the countries and all intervention areas. A lot of capacity development shall be done as up to yet within sub-regional workshops and the introduction of practical brochures in the local languages, hand-outs, guidelines, etc.
3. Using the remaining time efficiently the project management may also think about continuing with setting of country specific priorities:
 - a. This could be in the case of **Armenia** the continuation of work on the inclusion of persons with disabilities into the labour market (e.g., trainings for additional PES staffs and staff of the Bureau of Medical and Social Expertise), including activities to prepare the transfer of this specific approach to other countries involved in the DW project (in order to promote sub-regional co-operation to increase the decent work opportunities and employability of vulnerable groups (SMO128). If resources allow, the DW project shall continue with the activities in promoting the SPF.
 - b. In the case of **Tajikistan**, this could be capacity development within the PES (including also the social partners) (Employment Policy, Wage Policy, Informal Employment) in Tajikistan. There should be also – for at least to regain creditability among the bee-keeper faction – a focus on the WIND program.
 - c. In **Kazakhstan** a priority may be the work on OSH strategy based on the tri-partite memorandum (OSH as part of the KAZAKH OSH Program 2013-2020, standards for LI on enterprise level) and the discussion on the improvement of the subsistence minimum shall be continued: The already started initiative on the methods of estimating the poverty lines (reflecting regional and international experiences) may continue on the demand of the constituents.
4. The rest of the duration of the first phase of the DW project should be used to prepare a foundation of preparatory activities in those project countries, envisaged to be part of the second phase, to enable a rapid start of the next phase. In the other project countries, which will not be part of the next phase, on-going and planned activities should be finalised in as complete a manner as possible and in good time.
5. It would be advisable using the visits in these countries to conduct official meetings to explain which countries will be part/not part of the next phase, and why.

(ii) Recommendations on the basic orientation for a second phase of the DW project

6. The number of countries involved in a 2d phase of the project shall be reduced. This would make it easier to develop realistic objectives and manage the DW project with a higher efficiency. The evaluator would recommend selecting countries which are active during the first phase and which may need more than others the additional support from ILO to implement DWCPs offered through the DW project. That's why such countries as Armenia, Kyrgyz Republic and Tajikistan shall be recommended.
7. But what not should happen is that knowledge, experiences and expertise built up during the first phase of the DW project get lost. That is why countries like Kazakhstan and Azerbaijan may be involved in the second phase of the DW project as "supporting countries". This status may mean that the DW project will use the expertise of these countries for implementation aspects. A third group may be "context countries" which may join specific events organized by the DW project.
8. All planning shall be done in closest active partnership with relevant constituents (MoL, employers, trade unions) on national level. A more effective role of the project's steering groups shall be ensured.
9. The project should strengthen cooperation with other donors during the next phase. It should start already during the preparation of the second phase.

10. A monitoring system grounded on a baseline study shall be developed in the early stage of the next phase of the DW project.
11. To increase the effectiveness and the efficiency of the DW project it is recommended to work with pilot projects in each of the intervention areas and use the output and outcome of such pilots for dissemination in the respective countries (improving the probability of real impact and sustainability) and for sub-regional experience exchange.
12. It would also increase the effectiveness of the project if there are more options of financial support for the DW project (to support pilot implementation).

1. Project Background:

The analysis of the problem context and intervention logic of the ILO Moscow Project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia” (hereinafter DW project) shows that the original version of the DW project was planned as a concrete reaction to the global financial crisis. During the implementation phase it has been obvious that the best reaction to counter this crisis is the enforcement of a long term intervention system. With the Decent Work Country Programs (DWCP) the ILO has established such a system already. Consequently, the extent and content of DW project’s interventions are country specific, embedded in the DWCPs, which are developed with active support of the national tri-partite constituents.

1.1 Relevant Socio-economic context of the project

The DW project was planned for implementation in eight countries. The mid-term evaluation was implemented based on a deeper analysis of Armenia, Kazakhstan and Tajikistan. This selection of countries represents the two regions of project implementation (South Caucasus and Central Asia) and a sample of a lower income country (Tajikistan), a lower-middle-income country (Armenia), and an Upper-middle-income country (Kazakhstan).¹

Overview on the Countries (in 2011)

	Type of country	GDP (current in Billion USD)	GDP growth (in %)	Inflation (in %)	Population (in Mio)	Poverty rate* (in %)	Life expectancy (years)	GNP per capita (current USD)
Armenia	Lower middle-income	10.25	4.6	4.2	3.1	35.8	74	3,360
Kazakhstan	Upper middle income	186.2	7.5	16.4	16.55	8.2***	68****	8,220
Tajikistan	Low income	6.5	7	13.9	6.9	46.7+	68	870

Source: World Bank

*Poverty headcount ratio at national poverty line (% of population) in 2010

** Life expectancy at birth, total (years)

***Poverty headcount ratio at national poverty line (% of population)

**** in 2010

1.1.1 Socio-economic context of Armenia

Armenia like the other target countries started its transition to a market economy in 1991²:

(i) There was a strong economic growth between 2001 and 2008 averaging around 12 %. The construction and service sectors contributed most to growth, and although employment declined in the service sector it increased substantially in agriculture.

(ii) Per capita annual income has more than doubled since 2001 (up to US\$5,400 in 2008, and the proportion of the population in poverty has fallen rapidly, from 55 per cent in 1999 to 27 per cent in 2009.

¹ Other aspects of the validity of the object of study see part 4.1, below

² If not otherwise mentioned the following information is based on the DWC Profile Armenia (see ILO (2012a) and the DWC Program Armenia (see ILO (2007)

(iii) Of particular note is the size of the informal economy. “In 2009, the informal economy accounted for some 52 per cent of employment and encompassed 25 per cent of jobs in urban areas and 82 per cent in rural areas, including 99 per cent of jobs in agriculture.” (see ILO, 2012a, p. vii). Those employed in the formal sector have a social safety net, and even the self-employed and those employed in agriculture can now contribute to social insurance schemes.³

(iv) After 2009 the global economic crisis has had its impact on Armenia, causing a sharp contraction in economic growth and many job losses. But during the past years Armenia has seen some progress in employment: The proportion of the working-age population (16–70 years) in employment has increased from 40 % (2001) to 52 % (2010). Employment of both men and women has increased, although the increase has been greater for men. But also vulnerable employment increased over the last years.

(v) Job creation has not kept up with the growth of the working-age population: Between 2005 and 2009, the working-age population grew by 7 per cent, while the number of jobs decreased by 2 per cent, especially in the public sector. Unemployment increased with the occurrence of the crisis, reaching 19.5 % in 2010. Mainly young people suffer from unemployment: 41 % of people aged 15 to 24 in 2009 did not find work. Another challenge: Older people show low labour market participation rates. Only 35 per % of people aged 55–59 and 28 % of those aged 60–64 are economically active. Participation rates of people with disabilities are also on an extreme low level (8%).

(vi) Average real wages grew by some 26 per cent between 2007 and 2010, but working poverty is still on a high level (24 per cent in 2009). Average annual earnings in the public sector are comparable to those in the private sector. But: In both sectors women earn less than men and are piled up in lower-paid jobs although the gender pay gap has narrowed from 64 per cent in 2007 to 55 per cent in 2010. On the other side there have been a number of successes: female labour market participation has increased, the proportion of women in executive positions has risen and more girls and women are in education. Armenia has a national minimum wage has risen to 32,500 Armenian drams (AMD) in 2011. This amount falls well below to keep the workers above the poverty line and in 2010.

Armenia’s adopted National Framework on Educational Qualifications (2011) includes a tool in wage regulation according to workers’ level of qualification. Related to decent work hours for workers there Armenia made progress: E.g. the Labour Code defines a standard working week of 40 hours with a two-day weekend and provides for paid leave. But the real implementation of such “new standards is taking time, partly because the Labour Code is not widely understood and the State Labour Inspectorate lacks resources for enforcement” (see ILO, 2012a, p. viii). The main problems are in the informal sector, where overtime working (of more than 48 hours a week) is common.

Combining work, family and personal life is still a challenge for the Armenian women: On the one hand there are increasing numbers of women taking up paid work, but their share of family work has not decreased. On the other hand the number of women who are out of work and not seeking a job owing to family commitments has increased rapidly. New laws on maternity and parental leave have been introduced, but nonetheless, traditional gender roles persist. Armenia’s development in stability and security of work is ambivalent: the legal framework is improved, but the implementation of it is lagging behind.

The Government has implemented programs supporting vulnerable groups to be (re-) integrated into the labour market, including providing wage subsidies, offering financial assistance for unemployed and disabled people to start their businesses or to facilitate professional mobility. Armenia has taken steps to improve equal opportunities and treatment

³ There are only limited data on child labour available. But Armenia has ratified the four fundamental ILO Conventions on these matters as well as international standards against human trafficking.

in employment⁴: National legislation guarantees equality before the law (including gender, race, nationality and age).

Occupational safety and health is still a challenge for the country. National legislation also provides for the right to “adequate, safe and harmless” working conditions, and employers are required to ensure health and safety protection for employees. Further, efforts have been made to reform the State Labour Inspectorate. Official statistics indicate a low level of occupational injury and disease. However, the reality in the informal sector shows higher rates.

Reforming the social security system is one of the most challenging areas of policy for Armenia. The political debate continues on improving the sustainability of the social security system, because only about 20 % of the working-age population actually contribute to social insurance.

1.1.2 Socio-Economic Context of Kazakhstan

Compared to Armenia and Tajikistan Kazakhstan's economy is larger.⁵ This is a result of the country's natural resources, especially vast energy resources of oil and gas, and substantial mining sectors, such as uranium, copper, and zinc.

The global financial crisis produced a relevant impact on Kazakhstan's economy. In response to the crisis, Kazakhstan's government devalued its currency and spent around 10 billion US\$ in economic stimulus. Additionally, rising commodity prices have supported the revival Kazakhstan's economy, which has had about 7% of GDP growth in 2010-11. Kazakhstan has developed an ambitious diversification program, aimed at sectors like transport, pharmaceuticals, telecommunications, petrochemicals and food processing.

In 2010 Kazakhstan joined the Belarus-Kazakhstan-Russia Customs Union in an effort to boost foreign investment and improve trade relationships. The government expects to join the World Trade Organization in 2012.

Relevant parts of the anti-crisis programs had been implemented in the frame work of a Regional Employment and Retraining Strategy, including action plans. As a result job creation increased, even in the rural areas where between 2006 and 2009 about 200,000 jobs come into being. Consequently the employed population increased in total.

However, most non-resource sectors of the economy continue to suffer from low productivity. Agriculture accounts for only 5% of GDP, but the sector employs almost about 28.3% of the working population (2009). Hence, unemployment remains relevant, with a higher rate for women than for men. The low skills level of workers (in the formal economy) and the high share of low productive employment and self-employed people (especially in subsistence farming) characterize the situation. Additionally specific labour shortages are forecasted and let to increased numbers of irregular labour (up to 1.2 million people, especially from the neighbouring countries Tajikistan and Kyrgyzstan) which are enormous economically and social challenges for the country. In this framework the existence of a getting out offhand growing informal economy, including informal employment is to be expected. Hence, the development of an adequate minimum wage is getting more and more politically relevant.

⁴ Equal Remuneration Convention, 1951 (No. 100) and the Discrimination (Employment and Occupation) Convention, 1958 (No. 111) have both been ratified.

⁵ If not explicitly mentioned this part is based on the following information sources: Source:

<https://www.cia.gov/library/publications/the-world-factbook/geos/kz.html> and

<http://www.worldbank.org/en/country/kazakhstan/overview> (9.11.2012).and as well the DWCP for 2011-2013 (manuscript)

Further: the gap between urban and rural living standards still remains and the poverty rate is under 5% in urban and about 10% in rural areas. Additionally to mention, about 30% of the population receives some sort of social assistance.

Starting in 2005 a mandatory and social insurance has been established, including unemployment benefits and targeted social support. Beyond that, the improvement of the working conditions and the development of adequate standards of safety and health in the world of work are in the focus of governmental policy. There is a high rate of work-related accidents and the level of violation of the labour law regulations is considerable. Regulations for the occupational safety and health (OSH) and as well improvement of the existing Management-system for OSH are on the Agenda of the responsible Ministries. The reform of the pension system in 2005 introduced multi-pillar pension system is still on-going, especially looking on the aspects of including disability pensions.

Kazakhstan is also working on the restructuring of its healthcare system. "The country's health outcomes lag behind its rapidly increasing income. Consequently, the new State Health Care Development Program recognizes health as one of the country's major priorities.

Social partnership is established in Kazakhstan and builds up on fixed-term general agreements between the three constituents. But on sector level the social dialogue is in deficit and needs capacity development. Exceptionally for Central Asia, the share of enterprises covered by collective bargaining is relatively high (about 30% in 2009) and increasing.

1.1.3 Socio-economic Context of Tajikistan

Tajikistan recovered slowly from the global financial crisis⁶. Economic growth fell to 3.9 % in 2009, but has since increased to 6.5 % in 2010, and to 6.9 per cent in the first half of 2011. However, despite these successes, the country continues to face enormous challenges related to unemployment, food security, banking sector, investment climate (including large-scale projects in energy, mining, manufacturing and agriculture), high dependence on remittances inflows, and a big vulnerability to external shocks (e.g. dependence on the world market prices for aluminium and cotton).

The following facts underline this:

(i) Tajikistan's per capita income remains one of the lowest in Central Asia although the poverty headcount rate has fallen from 72 per cent in 2003 to 47 per cent in 2009, while extreme poverty declined from 42 to 17 per cent during the same period.

(ii) Tajikistan is heavily dependent on remittances (it is estimated that there are more than 1.5 million Tajik workers in Russia and Kazakhstan) and in 2010 migrant remittance inflows were equivalent to 42 per cent of GDP, which support domestic trade and services.

(iii) According to official data, the unemployment level rose by 15 per cent in the first half of 2011 compared to the same period last year. Unofficial data suggest an even higher unemployment rate. Further, the increasing population development will produce a growing share of population in the employable age. This rising supply of work will not come up against a growing demand; i. e. an inadequate number of job creation is expected. High unemployment among young people and low paid work will be the consequences. Continuation of high numbers of labour migration is to be expected and hence, the need the development of a sound migration policy.

⁶ The information is based on the following sources:

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/ECAEXT/TAJIKISTANEXTN/0,,contentMDK:20630697~menuPK:287255~pagePK:141137~piPK:141127~theSitePK:258744,00.html> (9.11.2012) and as well the DWCP for 2011-2013 for the Republic of Tajikistan (manuscript)

(iv) The majority of the population, especially in rural areas, lacks access to water, sanitation, and other basic services. Wages are – though increasing during the last years – still small and widely differentiated with unjustified disproportions observed between regions, sectors and individual categories. Such level of wages gives way to informal employment and illegal practices, including corruption. Hence, wage policy is of centrality for the (social) policy in Tajikistan.

Achieving energy independence, creating more job opportunities, and reducing poverty remain key long-term priorities. Tajikistan's biggest challenge in the coming years will be lifting its low rates of private investment to sustain high GDP growth. Improving business environment and managing relations with neighbouring countries will be important factors too. Agriculture land reform should be completed. A consequent policy supporting a greater freedom to farm would increase domestic food production and hence, have sustainable effects on poverty reduction.

Maintaining macroeconomic stability will be critical for raising private investment for growth and public expenditure must be managed more efficiently and transparently. Upgrading and rehabilitating roads will be important, to create jobs.

Tajikistan's social protection system is ineffective at reducing poverty. Introduction of better targeted assistance is needed to achieve higher coverage of the extreme poor and vulnerable to guarantee the minimum level of living standard, while being aware that fiscal space is restricted. Also the pension system needs a major reform. Health care and Occupational Safety and Health, too, are relevant. The challenge is huge, because the big informal economy creates an evasion of social security contributions, which cannot be compensated by the governmental budget.

The system of social dialogue is still in its early development stages and all constituents have the need of capacity development to master these challenges.

1.2 Objectives of the Project

The Development Objective of the DW Project is to support employment security in society and to promote sustainable social development, through the implementation of Decent Work Country Programmes (DWCPs) and the Decent Work Agenda, taking into account the mandate of the ILO and the priorities set by the constituents in each of the project countries.

The Immediate Objectives of the DW Project (as adjusted during the Inception Period) are: (I) Employment opportunities will be increased; (II) Working conditions will be improved; (III) The minimum level of social security will be increased.⁷

The DW program presented a LOGFRAME as the basic document for the mid-term evaluation (see appendix 1).

⁷ The immediate objectives and its indicators had somehow been adapted during the process of implementation, especially to attune the indicators' formulations with the ILO Strategic Framework CPOs.

1.3 Funding, organizational arrangements & implementation aspects of the project

The DW project is fully funded by the Ministry for Foreign Affairs of Finland and is part of the Wider European Initiative (WEI) - a bilateral development co-operation program in Eastern Europe, South Caucasus and Central Asia announced by Finland in 2008 (see Webber/et al, 2012). Due to the geographic scope of implementation in eight countries the project has a central office in the ILO DWT CO Moscow (for the CTA, project co-ordinators and two project assistants) and field offices in the individual countries (for national project assistants or project co-ordinators). This makes sense from a coordination and logistics points of view, but this of course involves a lot of travelling for the project staff and the specialists supporting the project to the different countries of implementation.

A steering committee, the Project Advisory Group, was planned, but it never had an official meeting as such. Instead there had been bi-lateral meetings between the CTA and representatives of the Finish Ministry of Foreign Affairs, introducing the progress of the project implementation. On national level the practice has been comparable. Formal meetings of national advisory groups/steering groups had been replaced by bi-lateral meetings with the constituents. This 'modus operandi' left only few written minutes and no systematic documentation of the communication between the DW project and the constituents. On national level only in Armenia and Tajikistan official meetings of the National Advisory Groups had been conducted and documented by minutes.

The project started with a short delay in May 2010, but due to recruitment procedures there had been different real begins in each of the actively involved countries. It seems that the National Coordinators of the ILO compensated these frictions on the respective national level. But due to a personnel turnover the position of the CTA was not filled for nine months (in 2011). This led to substantial implementation and communication deficits which could not fully be compensated by the ILO specialists of the Moscow office who substituted the CTA during this period (see also 4.21.and 4.31, below).

2. Mid-term evaluation Background:

The mid-term evaluation was conducted during September and October 2012 by Wolfgang Schwegler-Rohmeis (sole evaluator) in collaboration with Irina Sinelina, the responsible ILO Moscow evaluation manager. After a preparation phase from 19th up to 21st of September in Moscow a field mission in three countries (Armenia/Kazakhstan/Tajikistan) followed from 22nd of September until 3rd of October 2012. The mid-term evaluation report was drafted by the evaluator and then commented by the relevant staff of the ILO Moscow. The final report was then delivered to the ILO.

During the mission the evaluator was supported with the necessary information. The relevant stakeholders and constituents such as the relevant governmental bodies, representatives from the social partners, and other non-governmental organizations in all visited countries involved in the implementation of the project supported the mission by interviews and giving additional necessary information. Of course all the active staff of the DW project and additional specialists supporting the DW project from ILO side as back stoppers and consultants endowed substantially. (Details see appendix 3)

The mid-term evaluation purpose is in line with the learning and accountability function of evaluations. The purpose of this mid-term evaluation is programme adaptation and improvement. There are two objectives: Firstly to examine and comment upon the Project's progress in moving towards the three immediate objectives. Secondly, recommendations on how to optimally adjust the Project implementation for the Project period remainder, in order

to facilitate a smooth transition from the current Project first phase to the planned second phase after 2013, (details see appendix 2).

The mid-term evaluation looked as a matter of priority at activities implemented in three countries: Armenia, Kazakhstan and Tajikistan. In particular, the mid-term evaluation will examine the effectiveness and impacts of the DW project's activities related to all three components (Employment/Occupational Safety and Health/Social Security).

3. Methodology:

The mid-term evaluation of the DW project was done according to the OECD/DAC criteria of "relevance", "effectiveness", "impact", "efficiency" and "sustainability"(see details in DAC (1991), DAC (2006) and DAC (2010) and is oriented on the relevant ILO requirements (see Evaluation Guide <n. y. g>; Formatting Requirements, 2010; Policy Framework, 2005, ILO Policy Guidelines for Result-Based Evaluations, 2012).

For there had been limited resources (time, manpower, etc.) to implement this mid-term evaluation it was agreed having a strong focus on the performance of the DW project implementation in the three visited countries. But due to the changes in the orientation of output and outcome during the implementation of the project there was an also need to investigate the process oriented outputs to get a fair assessment of the project. A detailed description of all relevant questions has been placed in the ToR (see appendix 2).

The active involvement of the relevant stakeholder and constituents in mid-term evaluation process was of highest relevance. For relevant intended impact of the project is based on trainings of representatives of the constituents improving their capacity it would have been relevant to have the opportunity of interviews with the actively involved participants. Due to time constraints this was not fully possible. Instead interviews with trainers had been made. This has to be mentioned because the project did not produce a baseline study to monitor the results of the inputs given by the project. On the other hand the close connection to the Decent Work Country Programs (DWCPs) and its inclusion in the ILO programming cycle balanced out this deficit. It would be therefore advisable for the final evaluation to make use out of the assessment of the outcomes based on the implementation reports of ILO.

Consequently the following methods had been used for the preparation and the implementation of the mid-term evaluation:

3.1 Document Review:

The evaluator reviewed project background materials (see appendix 4) before conducting any interviews with project staff in Moscow or field trips to three countries (Armenia, Kazakhstan and Tajikistan) implementing the DW project:

- TORs (see appendix 2)
- Country Briefs, National Policy Documents, etc.
- Project Documents (Project Document <prodoc>, Progress reports, especially the annually reports, etc.)
- Logical Framework of the project
- Work plans (of DWCPs)
- Surveys, studies, analytical papers produced respectively supported by the DW project, e.g. Decent Work Country Profile of Armenia and Azerbaijan, etc.
- Internal working reports on specific activities, e.g. brief information on the project produced by the Kazakh project staff, monthly country reports, etc.

3.2 Planning Meetings and Country specific Field Interviews

Starting the mid-term evaluation mission there was a briefing in Moscow with the CTA and other ILO staff supporting the DW project. The objective of the meetings was to reach a common understanding regarding the status of the project, and the priority assessment questions. During the field trip individual or group interviews had been conducted with the following constituents and stakeholders respectively (details see appendix 3):

- a) Project Staff (especially project assistants on country level)
- b) Representatives from the following organizations:
 - i. Government staff working closely with the project (esp. Ministries of Labour)
 - ii. Representatives of the social partners (employers' associations, trade unions) or other
 - iii. relevant stakeholders like NGO's, individual experts who have worked with the project
 - iv. International donors' organizations⁸
 - v. Relevant local experts (e.g. selected trainers for the project's activities)

Major limitations to be mentioned include limited resources, with only one evaluator in the team, very short time available for field research with only two-day stay in each of the visited countries and, finally, no possibility to visit all the other target countries of the project.

4 Main Findings

Before discussing the details the main findings along the DAC criteria the state of the affairs of the DW project will be shortly described. For that purpose the grid of the LOGFRAME is used to make it easier to understand the project progress in the context of the project LOGFRAME and present the overview in a tabularised form (Please refer to the table in Appendix 2.)

4.1 Overview on the state of the affairs of the DW project (focused on the outcomes in Armenia, Kazakhstan and Tajikistan)

Immediate objective 1: Employment opportunities will be increased

Outcome 1.1. Employment promotion – increased access to productive employment

- ARM153 - Reforms in employment-related legislation and policy performed:
- KAZ102 - Improvement of labour market policies in conformity with ILO conventions

Armenia is working on an Employment Strategy 2013-2018. No tangible results up to yet. But ILO, respectively the DW project, support to the development of this strategy is highly welcome.

In Kazakhstan the situation is different: The Government is able to finance its political interventions, and hence the ILO is asked for technical co-operation and consultation in relevant areas like commenting the draft of Kazakhstan's Employment Strategy 2020. Consequently the development Kazakh Employment Strategy 2020, which stands for the change from passive to active labour market policy, was commented and the by the DW project (in 2011) and the current operations of the Employment Strategy are continuously observed.

⁸ Due to the limited time of the mission (having two full working days for all appointments in each country visited) and due to the fact that project related donor co-ordination is not fully developed in all visited countries up to yet such appointments had been limited in numbers.

- KAZ153 - Policies & measures elaborated to facilitate transition from informal to formal employment

DW project supported the development of a study on the transition from informal to formal employment (in Kazakhstan). This study was discussed intensively during a tri-partite workshop (in 2011). Additionally several other seminars were held and supported by the DW project.

The Government of Kazakhstan is still reflecting the consequences out of this study. Follow on study on formalisation aspects will be prepared in 2013. But one of the practical consequences is the build-up of trade unions for informal workers, which is supported by the Federation of the Trade Unions of Kazakhstan.

Outcome 1.2. Skills development for increased employability – in regard to workers, competitiveness of enterprises, and inclusiveness of growth

- ARM152 - Enhanced Decent Work opportunities and increased employability of marginalised groups.

Armenia has developed a new approach on supporting the integration of people with disabilities. A special regulation was developed and approved by the PES, which includes not only a subsidy for the employer but additionally a component of adaptation of the workplace (including provision of necessary equipment and furniture). Supported by the DW project - mainly trainings and consultation, and beyond that there is a special DW project support for the adaptation of work places including equipment) for three pilot workplaces - a (very small) program (based on Swedish and Dutch experiences) was piloted in 2011 in three areas with a total of 3 workplaces.. The budget of the Ministry of Labour for 2012 and 2013 includes additional 10 places (out of in total 231 subsidized jobs in whole Armenia). This allows an autonomous follow on usage of the input given by the DW project.

- TJK128 - Increased institutional capacities of PES, including capacity to analyse, monitor and apply LM information

The DW projects supports the Capacity Development of the PES and the social partners in Tajikistan (Rapid assessment, support to a work plan reform, study tour participation, cooperation with Lithuania, materials on promoting youth employment, guide to develop employment programs, administrative methods., study trips, etc.). In the framework of the DW project the PES developed new forms to improve the regulation of vacancies⁹.

Immediate objective 2: Working conditions will be improved

Outcome 2.1. National OSH systems developed and implemented

- ARM101 - National OSH system, including Labour Inspections (LI) is further developed on a tri-partite basis, in accordance with ILO standards
- KAZ103 - Adoption of national OSH policies/ programmes, through introduction of related legislation and norms
- TJK154 – OSH national programmes and systems further improved, including modernisation of LI

⁹ It was mentioned that the delay of the implementation of a lot of activities in Tajikistan related to the pillar I may be also depending on the frequency of the presence of responsible experts and specialists of the ILO Moscow.

Armenia has not an approved National OSH system, but it shows on the practice level of enterprises some good progress: at least 5 enterprises use the ILO OSH approach for their enterprise safety system and had been supported by the DW project to develop and establish these safety systems.

The problem is that there is no reformed governmental OSH system (including Labour Inspection) and enterprises have to follow the outdated Armenian system although an assessment report on the OSH situation in Armenia (including recommendations) figured out of reforming the working conditions (legislation) system in Armenia. There is no real change in this situation since 2011 although a lot of conferences (for example National conferences on Social Partnership) trainings, (including teacher training for the integration of OSH aspects in the vocational education system) and information had been offered by the DW project. DW project activities in the area of HIV are on a limited level in Armenia.

Kazakhstan: Up to yet the output is related to Conferences (e.g. the 2nd Kazakh International Occupational Safety and Health Conference in April 2012), trainings (on OSH Management Systems or on HIV for Labour Inspectors) and the introduction of plans/ideas (e.g. work plan on OSH MS in 2011 or plans to develop a HIV checklist for Labour Inspectors based on a tri-partite memorandum). The output is awareness rising among the constituents and within practitioners on enterprise level. National Standards had been developed and Bi-Partite Committees on enterprise level had been pushed by the Kazakh Trade Unions. Hence, OSH management systems (including national standards) are established in more than 1000 enterprises in Kazakhstan.¹⁰

In both countries (Armenia and Kazakhstan), there seems to be a kind of competition between the OSH concept (ILO) and ISO 18001 approach, which is a longer time in practice already. Some constituents (esp. in Kazakhstan) see a cost risk for enterprises if the OSH system will be established additionally. But there are plans to develop a strategy "OSH 2020" and an operational program (concept) for it (2013-15) for Kazakhstan in which the ILO approach may be integrated in the midterm future. A HIV handbook for labour and factory inspectors is produced. Kazakhstan shows real progress in occupational security and health.

Tajikistan: The DW project supported the tri-partite constituents in the development of a draft for a National OSH Program (including HIV and LI aspects) which is expected to be approved by the Government very soon. The DW-project is supporting very actively awareness rising on OSH and HIV (including the further development of a HIV focal point). This is done in co-operation with the ILO project on HIV and the IOM Tajikistan.

Practical experience in OSH implementation was supported by the DW project by organizing trainings on how to improve the working conditions in agriculture in cooperation with the bee-keeper trade union. The Ministry of Labour is working on the convention of Labour Inspection (no. 81) and Convention No 129 Labour Inspection in Agriculture.

The fact that ILO is implementing a special project in Tajikistan (Focal Point for HIV/AIDS and the World of Work for Tajikistan) made it possible for the DW project to support activities for the development of a work plan for a national HIV program too.

In all three countries capacity development of relevant staff was supported by the DW project, esp. in form of trainings for LI specialists, training of trainers (ToT), regional cooperation of Labour Inspectors, risk assessments as part of the OSH MS trainings, International OSH Days, publication of professional brochures, handbooks, etc.

Outcome 2.2. Management systems and tools to improve working conditions

¹⁰ Information from the Ministry of Labour. More details on the size of the companies or the sectors are not available.

- KAZ155 - Introduction of OSH management system at big enterprises and selected high-risk sectors to ensure safe working conditions.
- TJK155 - Working conditions in selected economic sectors improved through social dialogue

Kazakhstan: OSH management system see above.

Sub-regional co-operation of the DW project made it possible that starting in Kyrgyzstan the WIND program has been introduced to improve working conditions in other countries participating in DW project. In Tajikistan the WIND approach has been introduced in cooperation with the Employer's organization. The DW project supported trainings on OSH for agricultural workers (bee keeping) and the dissemination of a brochure on OSH aspects in agriculture ¹¹.

Immediate objective 3: The minimum level of social security will be increased

Outcome 3.1. Increasing the access of basic social security benefits

- KAZ151 - Subsistence minimum definition and social security systems improved, including pension system

For Kazakhstan the main focus of work in this context was the measurement of the subsistence minimum (SM). Hence, the DW project financed ILO experts analysing the existing SM system and introduced specific methods how to calculate the subsistence minimum and made recommendations on the reform of it for Kazakhstan. The report was discussed on tri-partite level (e.g. round table in December 2011) and finalized in July 2012. The DW project supported the relevant round table with recommendations on methods to improve the calculation mechanism of the SM (2011/2012). Special good practices of countries like Canada, Russia, Bulgaria and Finland had been introduced within a further study supported by the DW project to the Ministry of Labour (June 2012). The decision on this reform process may be finalized end of 2012 or in the first half of 2013. The main challenge is that the financial consequences of such reform are not calculated finally by the Kazakh Government.

- ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/ programme

The SPF initiative just started in Armenia in 2011 (including trainings for all relevant governmental organizations and the social partners and a rapid assessment conducted together with UNICEF and trainings for Governmental staff). Today co-ordination among donors (ILO/UNICEF/WB/IMF/ADB) is going on in order to develop a mutual entry point. Hence, the preparatory work is done, but it seems that there will be slow follow up due to the fact that there will be Presidential elections in spring 2013. Although there will be further SPF training activities implemented no real progress is expected during the next months.

- TJK151 - Capacities of social partners to develop social security policies increased

In Tajikistan the DW project supported activities like study tours or follow up trainings (e.g. special seminars work and family balance/training of trainers) targeted on the increase of the capacity of the social partners, awareness rising on the relevant ILO Conventions, and to create a pool of trainers who can facilitate such trainings in the

¹¹ Although there was additional support from the Finish Government in form of trainings (sponsored by the program 'Aid-for-Trade') the interviewees expressed their deep concerns about the discontinued communication on four recommended projects/activities to be supported by the DW project.

relevant sectors. A focal point for the ILO HIV program is established. Analysis of national legislation, e.g. review of the state of the affairs of the unemployment insurance in Tajikistan was drafted in 2011. The next steps shall be based on comments from ILO Moscow office.

In addition to the above, the DW project implemented a number of sub-regional activities in order to increase the capacities of the constituents in maternity protection and reconciling work and family. Especially to mention here the sub-regional seminar on Improving Maternity Protection Systems for a better Balanced Work and Family Responsibilities in Central Asia conducted together with UNDP in December 2011 in Dushanbe/Tajikistan.

Outcome 3.2.Improving occupational accidents & diseases' insurance (OADI) systems

- KAZ151 - Subsistence minimum definition and social security systems improved, including pension system
- ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/ programme

Kazakhstan see above KAZ151.

Armenia: on SPF see above ARM104. As an output of the project supported study tour to Bulgaria, the Government of Armenia is in the process of drafting a Concept Note on OADI. There is an unclear situation on the responsibility on OADI inside the Armenian Government. The National Bank Of Armenia is also involved and produced another concept on OADI. This is not supported by the responsible tri-partite committee. Due to the upcoming election of the President in spring 2013 the process is somehow stuck at the moment. In this context the DW project supported the constituents with expertise and comments

Outcome 3.3.Mainstreaming Work and Family balance and gender equality

- ARM103 - Tripartite constituents increasing capacity in integrating gender equality in their work, including maternity protection and reconciliation of work and family.
- KAZ151 - Subsistence minimum definition and social security systems improved, including pension system

Armenia: A study on Maternity Protection situation in Armenia was drafted in 2011 but process of commenting and finalizing (by ILO) is not finished up to yet.

Kazakhstan: on SM see above 3.2. The DW project supported the national legislative study to C183 and the development and presentation of a study on the present situation of maternity protection and work and family balance in KAZ. This study and other activities like technical consultations, seminars, workshops and especially a training week in Turin in 2012 promoted the pre-ratification process on the ILO Convention No. 183 (Maternity Protection Convention) which was ratified in June 2012. Because additional actions offered by the DW project are implemented (e.g. trainings like "Gender issues in Social Security" or the dissemination of brochures on the social insurance situation in KAZ) it is expected that Convention No. 156 (Workers with Family Responsibilities Convention) will be ratified too.

Due to a lot of trainings on sub-regional, national and regional (field) levels (national training done in Georgia (6), Kazakhstan (2), Kyrgyzstan (4), Tajikistan (4), Azerbaijan (2), and Armenia (2) the process of Capacity Development on Gender aspects is initiated.

Note: Although the sub regional outcome SMO153 - Institutional capacities of social partners increased in promoting maternity protection and reconciling work and family - was unfortunately not included into the original TOR, it came up as an important element of the results achieved under Outcome 3.3.

Based on the above findings, relevance, effectiveness, impact and possible sustainability of the outcomes of the DW project interventions are discussed in chapters 4.2 - 4.6 below.

4.2 Relevance and design of the project

Before going in deeper details on the validity of the project design the evaluator will discuss shortly aspects of how the project takes into account national, regional and/or local efforts, what happened to the stakeholders' ownership of the project and how the project contributes to national priorities?

4.2.1 Aspects of contribution to the national priorities and stakeholders' ownership

The great majority of the interviewed persons confirmed that ILO's input is relevant and adequate for each country and a helpful input to the recovery activities in the region. Nevertheless it seems that mostly the constituents are not aware of the differences between the general DWCP based ILO input and additional support based on projects (in our case the DW project). But this shall be compensated by the fact that in all three visited countries the majority of ILO Moscow activities implemented in 2011 and 2012 were supported by the DW project¹². This indicates the high relevance and value added of the DW project within the ILO Agenda of Decent Work in the Caucasus Region and Central Asia. More or less all interviewed constituents confirmed a good contribution (by the DW project, respectively the LIO) to the mutually developed national priorities.

Mixed observations must be reported on the item how the stakeholders' ownership of the project concept and approach developed since the project started. There are cases (e.g. the employer association in Armenia or the Trade Union in Kazakhstan) in which the constituents use the projects' outputs to develop follow on activities on their own responsibility. The Kazakh Ministry of Labour uses the DWCP approach, and hence the DW project, as a supporting tool to implement the country's employment related development strategies. The Armenian Employers' Association started an initiative to integrate OSH into the education system of the Armenia. 137 teachers had been trained to raise awareness among (vocational school) teachers on the aspects of occupational health and safety. Beyond that tri-partite round tables had been conducted to initiate capacity development and even the integration of OSH into the curricula of vocational education in Armenia. But in other cases the constituents see ILO not only as the instigator, but expect additionally implementation of activities and even higher financial donations.

4.2.2 Validity of project design and the adequacy of indicators

There are two other aspects of the relevance of a project: the validity of the project design and the adequacy of the indicators developed to measure the achievement of the project's objectives. Firstly, was the intervention logic coherent and realistic? Do outputs causally link to outcomes, which in turn contribute to the broader development objective of the Project?

The logic of the design changed during the implementation of the project. Initially it was designed as a quick and immediate reaction to the risky outcomes of the financial crisis in 2009. During the inception phase the DW project intervention logic was adapted. The

¹² According to the CTAs statement this seems to be true as well for other countries like Kyrgyzstan, Georgia and Uzbekistan involved in the DW project.

intention was bringing the interventions of the DWCPs - which had been developed mutually between ILO and the tri-partite national constituents – and the DW project's objectives closer.

Consequently there is pragmatic overall project intervention logic: “If there is a DWCP, all the interventions are designed mutually with the relevant country constituents and so they are subsequently relevant, hence coherent and realistic.” But the DW project is implemented in parallel in many countries. In each country the interventions have set different key aspects of activities. These country specific focus areas fit to the ILO programming cycle. The attempt to develop an integrated LOGFRAME for the whole DW project interventions in eight countries within three complex target areas (immediate objectives) as such as (i) Employment Promotion; (ii) Occupational Safety and Health, and (iii) Social Security, is really challenging, and hence, it failed somehow. It seems to be too complicated to identify verifiable indicators for the outputs of the DW project, which in sum led to a project outcome measured by some overall indicators.¹³ As a possible consequence, country specific sub-project LOGFRAMES should have been developed, if evaluations based on the DAC criteria for development co-operation projects shall be used as tools to assess the relevance, effectiveness, efficiency, impact and sustainability of such projects. But this is may be too complicated. Hence, the indicators for the specific outcomes should be developed so that it produces corresponding overall indicators for the immediate objectives to be achieved.

Alternatively for such multi-country based interventions it should be agreed between the donor and the ILO that the logic of ILO programming and M+E shall be used as assessment tools. If so, the existing indicators of the ILO Strategic Framework should be used as they are applied to measure progress towards expected results. But then as a consequence the character of a project will get lost, because there will be no difference left between the general and permanent work of ILO and the time and resource limited work out of a specific project. As a final consequence a kind of “co-existence” of the two M+E systems has to be identified. The LOGFRAME of projects supporting the DWCPs of ILO shall indicate clearly the areas of interventions backing up the DWCPs. The contribution of the project to achieve the objectives of the DWCP should be clearly described in each individual case. The indicators for the project's objective(s) must be developed for each DWCP and then aggregated to an overall objective of the project.

The analysis if the objectives of the project were fully clear, realistic and likely to be achieved within the established time schedule and with the allocated resources will be outlined as follows:

To get a clear overall picture the evaluator first checked if the selected countries can give a kind of representative picture of the whole DW project. Firstly, activities in the intervention areas of all three immediate objectives of the LOGFRAME (from September 2012¹⁴) had been planned. The three selected countries (Armenia, Kazakhstan and Tajikistan) are the only project countries fulfilling this condition. While Kyrgyzstan and Georgia have activities in at least two out of the three target areas of the LOGFRAME, in Azerbaijan and Uzbekistan it was planned producing outputs in one target area only.¹⁵ Secondly, with the exception of the

¹³ The LOGFRAME placed at disposal for the mid-term-evaluation mistakes in several cases activities with indicators, objectives with indicators, outputs and outcomes, etc. The chosen indicators do not correspond to the planned outcomes/outputs. E.g. if increased access to productive employment is expected as an outcome the indicators should measure this increased access (the best in a difference in figures like baseline xxx people had access to after project intervention xxxplus people ...). But instead of this additional outcomes are presented. On the aspect of the methodological challenge for evaluations based on unclear indicators, see also: Webber et al, 2012, p. 25/26

¹⁴ The LOGFRAME has been several times revised. Compared to a former version some indicators had been cancelled and even one outcome (“2.3 Best practices and new tools to improve working conditions in SMEs and informal economy are applied”) has been deleted.

¹⁵ Due to the specific situation in in Turkmenistan no outputs had been planned for this country up to yet.

planned outcome 1.3 (“Job-creation through promotion of sustainable enterprises”) within the selected countries there had been outputs planned in all outcomes areas of the project. Thirdly, today there is no DWCP in Georgia and Uzbekistan, while the new DWCP for Kyrgyzstan is still under preparation, and there up to now have been no activities of ILO in Turkmenistan (although there has been a request for assistance from the Ministry of Labour through the UNDP of Turkmenistan, the ILO and the project are still waiting for an official invitation). This means including further countries in the mid-term evaluation would have given no substantial additional information. Finally limited resources and time made it inevitable to reduce the number of countries visited for this mid-term-evaluation. Hence, the sample of countries was the best choice for the opportunity to get a valid and most complete and fair overall picture of the DW project’s state of the affairs.

On the one hand, there are some deficits in the definition of the objectives: the appropriateness and usefulness of the indicators (see remark 3). Hence, the DW project seems to be very ambitious (work in as many as eight countries within a complex system of employment, OSH and Social Security). As a consequence the objectives are not fully clear. E.g. the orientation on increased employment opportunities/access to productive employment corresponds not fully with the developed indicators. The term “Increased” could e.g. be better indicated with some figures on job vacancies and increased access to productive employment it would be clearer if the rise of employment opportunities includes a higher absolute or relative number of decent jobs. But the expectation that the DW project will increase as a direct result the number of (decent) jobs in one or more countries is only realistic if there is a reduction of the implementation level (of the DW project) on concrete pilot areas.

On the other hand, the project management realised that and adapted the LOGFRAME to a certain degree and brought the planned outcomes closer to the DWCPs. The country specific priorities were chosen jointly with the relevant national constituents and consequently are targeted to the right beneficiaries. The objectives are still relevant, but should be brought in a more realistic form. Further in future the real detailed implementation of interventions should be – additionally to the constituents – stronger aligned with other international donors. For instance, in pillar I there are also interventions from other donors implemented (GIZ in Kyrgyzstan and EU in Tajikistan), which could be synchronized with the DW project, respectively, the DWCPs to improve the possible effectiveness and efficiency of the DW project.

As a consequence out of this discussion one could record: The objectives of the project are still valid. The activities and outputs of the DW project are consistent with the development objective. But due to the deficits in designing the DW project the attainment of the immediate objectives and as well the consistence of the activities and outputs with the intended effects and impacts falls somehow short. But because the kind of project has a unique characteristic – three complex intervention areas in eight countries in two regions – we can sum up: the **relevance of the project** is all in all **good**.

4.3 Effectiveness of the project

There are really many outputs of the DW project in form of brochures, conferences, seminars, study tours, trainings, studies, etc. The list is long and impressive. Especially the Decent Work Country Profile of Armenia highlights the long list of outputs produced with support of the DW project. Further examples like the SM-Study for Kazakhstan or the frequently disseminated brochure on working conditions in agriculture and many others more also shows the big input offered by the DW project (details see appendix 5 and as well annex 1 to the DW project progress report 2011). In total this indicates the value added and the consistence of the outputs, produced by the DW project with the intended results and impact, especially related to capacity development of the constituents and for the implementation of DWCP (in all countries involved in the project).

The effectiveness in the **pillar I** (employment) is quite good. In Kazakhstan employment and labour market policies and related legislation was changed/improved supported by the DW project. Armenia is working on its reforms supported by the DW project (Outcome 1.1). Further on in Armenia the DW project aided the development of pilot based new options for disabled people to get access to decent work (outcome 1.2). This is a real small scale pilot, but it is a good practice. It is already documented within a video film produced by the project and could be in more details published and used for comparable activities in other project countries. Only in Tajikistan the institutional development of the PES so far shows limited effectiveness. The remaining project duration time shall be used to fill this gap.

Related to **pillar II** (working conditions/OSH) the development of National OSH systems (a National OSH Program is drafted already) is in Tajikistan already on that level of development the DW program design expects for end of 2013. But it seems probably that the objectives for Kazakhstan may be achieved until end of the project duration period (there are plans to develop a "Strategy OSH 2020"), may be with the exception of the planned numbers of big enterprises in Kazakhstan using OSH management systems on company level. In Armenia the progress is depending on the political situation after the Presidential elections in 2013.

A lot of sub-regional activities (workshops, seminars, exchange of brochures and results of analyses, studies, etc. on OSG management, risk assessment and social dialogue) have been implemented to promote good practices.

Pillar III (Social Security Aspects) shows different picture compared to the other two areas of interventions. Limited effectiveness is observed in the lower-income countries because of technical complexity and political nature of the subject areas covered by this pillar. However, in the upper-middle income countries like Kazakhstan, two ILO conventions have been ratified in 2012 with the support of the DW project (C183 (Maternity Protection Convention, 2000) and C156 (Workers with Family Responsibilities Convention, 1981), which exemplified the official commitments by the Kazakh government to improve their maternity protection and work and family system.

This is not surprising in view of the fact of the technical complexity and political nature of the issues covered by this pillar. The establishment of new subsistence minimum systems or of a holistic political approach like the Social Protection Floor (SPF) needs more time (and more national financial resources). The methodology of subsistence minimum determination is reviewed, but the decision to take this reviewed method(s) is with the Government of Kazakhstan. Best effectiveness inside this pillar is given by outcome 3.3 (mainstreaming work and family balance and gender equality). E.g., Kazakhstan signed Convention 183 (Maternity Protection Convention) on 13th of June 2012.

Very effective is the usage of social dialogue and tri-partism as an instrument for capacity development of the constituents, as well as a tool to improve policy outcomes in the related countries. This was confirmed by all interviewed persons. Co-operation with other international donors and non-governmental organizations is also adequately developed, especially in Tajikistan, where even close co-operation with the IOM is in place.

The list of main factors the achievement or non-achievement of the objectives is topped by the capacities of the constituents. This mid-term evaluation was not a Capacity Assessment Study, but it seems that with the exception of the Kazakh governmental bodies, the capacity development is still necessary and should be still on a prominent level of the DW project agenda. Capabilities of the constituents in the DW project countries to add own (financial) resources to the implementation of activities/programs, etc. are also important success factors. While Kazakhstan seems to have adequate (financial and personnel) resources, the other countries involved in the DW project show here real shortages. Finally to mention, the ambitious formulation of the project objectives, especially related to pillar III, resulted in a reduction of effectiveness too.

4.3.1 Findings related to the project's monitoring system

(i) Monitoring of the project evolution

The project has a developed and implemented reporting system which includes monthly reports from the countries, structured based on the intervention logic of the ILO programming. There are additionally yearly work plans (related to the DWCPs). These reports are supplemented by a yearly progress report which is a summarized documentation of the evolution of the project directed to the donor, the Ministry of Foreign Affairs of Finland. Despite the valuable information presented in these reports, they mainly reported on progress made towards output but not real outcome. In failing to do so, there was no overview before the mid-term evaluation if there are parts of the project which to a certain degree might be underachieved and consequently no changes in allocation of project resources on specific countries or topics had been made. In this context a monitoring system is also a kind of risk management because it forces the project management regularly to reflect the project's whole progress. Monitoring even makes it easier to inform the constituents and the donor on the state of the affairs between the annually reports on the project development.

As a planning instrument the DW project staff are using annual work plans. But these work plans are produced for the implementation of the on-going DWCPs and are consequently again integrated in the above mentioned ILO M+E logic of the Strategic Policy Framework. The reporting frequency of the ILO result based programming cycle is bi-annually, e.g. 2010/11 or 2012/13. This will not correspond with the project duration in the case of the DW project.¹⁶

Hence, there is no project specific monitoring system. This makes sense from the perspective of the ILO, since the project is fully integrated into the regular work of the Moscow Office and there is an aspiration to avoid additional workload in view of limited capacity. But this makes it more complicated to assess or evaluate the project's progress along the DAC criteria.

As mentioned above, the project management took the appropriate decision to adapt the inputs. However these adjustments to the course of the project were not deeply reflected in the project's log frame or the indicator tracking table. The project management would have been able to better adapt the project's log frame to the real project development if there has been a separate monitoring system in place.

If such a project focussed monitoring system would be used during the second phase of the project, the following key points should be considered:

1. Create a baseline for all indicators
2. Establish a monitoring and evaluation plan (M&E) based on recommendation from baseline report
3. Plan data collection schedule quarterly, semi-annually or annually.
4. Collect and analyse data according to the set schedule
5. Provide recommendations for programs / projects staff based on monitoring results (good practices and lessons learnt)
6. Report monitoring information to the constituents and the donor at least once a year

The types of data that should be collected through monitoring are as follows:

1. Outcome level monitoring (impact sustainability): Information gathered through project monitoring at this level measures to what extent have the project contributed towards project goal. Collecting this kind of data allows the project management to

¹⁶ For the year 2011 partly a monitoring follow up was done and reflected in the yearly report.

monitor progress towards project performance before actual project evaluation is conducted.

2. Output level monitoring (process): Information related to process monitoring include indicators showing completed achievement of outputs as specified in project logical frameworks allowing ILO to measure efficiency and effectiveness.

Additionally one should take into account that there are intervening variables which cannot be influenced by the project management. E.g. that the governments of Georgia and Uzbekistan are not really supportive is not project management depending. Or the political development in the Kyrgyz Republic is due to a permanent crisis situation since 2009 including several changes in the government and constitutional rights of the presidents somehow stuck and made it almost impossible for the DW project to produce the necessary outputs. Finally to mention, in Turkmenistan it was even not really possible to start with any relevant action.

Reflecting all these factors in total the **effectiveness is good**.

4.4 Efficiency

4.4.1 Management aspects

Before one may assess the effectiveness of management arrangements it is necessary first having a brief look on the organizational structure of the project (see figure below). The project works with one international expert (CTA) and two administrative and financial assistance staff. Further there are five national project assistants, one in each country working actively in the DW project¹⁷. The project team was supported by a backstopping team of experts from the regional ILO office in Moscow, especially in the areas of employment, OSH and Social Security. Additionally experts from the ILO Headquarter in Geneva and in special cases experts from outside had been recruited.

The Chief Technical Advisor (CTA) is located in Moscow while the National project assistants are placed in the particular country. This makes sense because the project has at least five countries in which there are activities. But on the other hand it is necessary to travel a lot, because the local staff and the national constituents want to communicate also directly. Especially because of the CTA position was not occupied for nine months in 2011 some communication deficits occurred. E.g. only one staff meeting in Moscow was held up to yet or the national project assistants had been informed about the changes in the LOGFRAME which is now used for the mid-term evaluation.

¹⁷ Chief Technical Adviser; National Project Coordinator in Georgia; Senior Project Assistant on administrative issues and resource administration; Project Assistant in Armenia/Azerbaijan/Kazakhstan/Tajikistan and Administrative Assistant and a Driver
source: <http://www.ilo.org/public/english/region/eurpro/moscow/about/staff.htm> (15.11.2012)

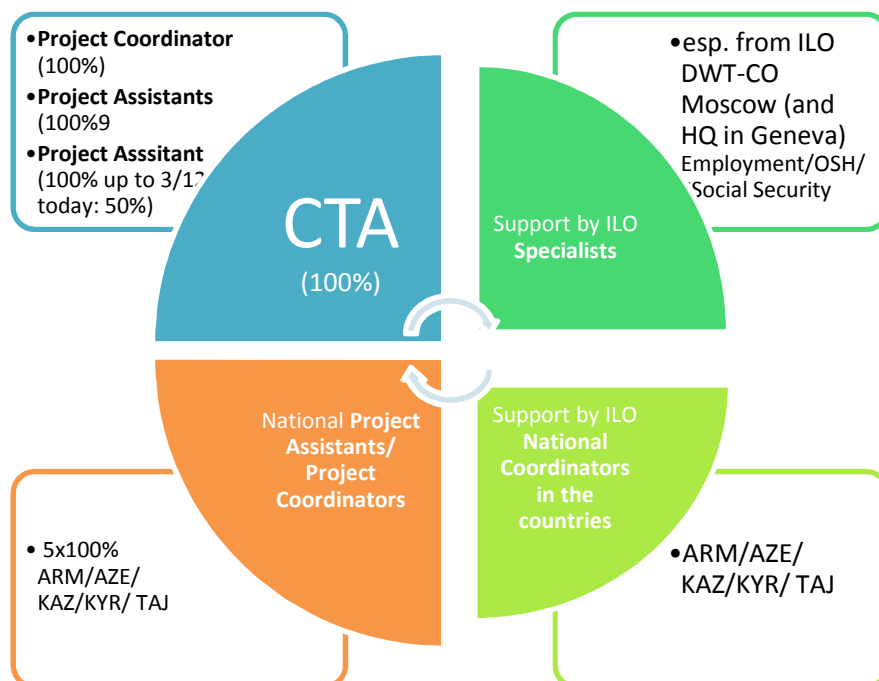


Figure 1 Organizational structure of the project

Because of the complex project structure and the big number of involved countries it would have been better the CTA is assisted by professionally more qualified staff (e.g. Coordinators and not assistants for each intervention pillar one person or country related personnel) who could strengthen the technical expertise and intensify the communication. These communication deficits could not been fully compensated by the support of the ILO experts from Moscow and the Country Co-ordinators of ILO.

Another communication aspect is the visibility of the donor, the Ministry of Foreign Affairs of Finland. Although it is mentioned during each activity that the DW project is sponsored fully by the Ministry of Foreign Affairs of Finland, inside of some of the brochures, flyers, print out of studies, etc. one cannot find information about the donor. In order to further enhance the visibility, the logotype of the Donor could be added.

But the DW project used the potentials and capacities of the ILO Moscow Office in an optimal way. Hence, the externally communication has a good quality and motivated employers, trade unions, teachers and experts from relevant institutions to participate actively in the implementation activities of the DW project. If we refrain from the fact that the (only) CTA position is held by a man, we can notice that the Gender balance is given inside the DW project's management structure. The DW project has a very good co-operation with other ILO projects and collaborates well with other donors' organizations whenever it makes sense to increases the effectiveness of the project.

Despite a short delayed start of the project and as well delays in recruitment of national project staff the project made the necessary things and in a timely manner. Even in time periods without CTA capacities or when other fluctuations among ILO staff occurred the small project team (see structure above) managed to go on with the project implementation successfully. Hence the management capacities had been appropriate in relation to the total budget. But the geographical extension of the project was too big for the number of staff.

4.4.2 Aspects of resource efficiency

Findings related to the adequacy and efficiency of the resources used within the DW is discussed in this chapter. But first of all it shall mention that there is no real comparable project. This means it is not an easy task to assess the efficiency of this project because a real comparison with another ILO project is not possible if there are no comparable data available. Hence, in this analysis we have to rely on subjective assessments of the interviewed persons giving us assumptions of plausibility about the value added resulting from the implementation of the DW-project for the implementation of the DWCPs.

Reflecting the allocation of the resources of the project the following shall be mentioned: The total budget for the project was 4,000,000 Mio € or 5,093,686 US\$. It was planned that the personnel cost will cover 32% of the whole budget. This limit was somehow exceeded up to end of 2011, but will be brought back to about 35 % end of 2012, which will be the planned share on the end of the project phase in December 2013. We have a comparable development of we look at the expenditures for activities (seminars, travel cost, etc.): the planned share of 53.5% was not given end of 2011 (with only 37.7%) but it increased up to 50% end of 2012 and will stay at this level until the end of 2013. This kind of development is a natural process of project implementation, because during the starting phase the project management needs time to build up routine and adequate opportunities to spend resources efficiently for project targets.

Even if taken in mind the 13% general program support cost which ILO is taking for all project implementation activities, for the Finish donor the DW project implemented by ILO is cost-effective, because the specialised background of ILO makes it possible to use high qualified expertise without additional payment for external experts. This makes it possible to have an excellent degree on complementarity of ILO technical and financial resources with the financial support of the Foreign Ministry of Foreign Affairs of Finland. The overview on inputs of the DW project (see appendix 4) indicates clearly that this calculation did work. There are an impressive number of activities implemented by the technical specialists who are working on the regular pay-roll of ILO supporting the DW project. The term is strained, but in this case we have a real “win-win-situation”.

Hence the project is managed in a resource and cost efficient way.

4.4.3 Implementation aspects in terms of time

In looking deeper on implementation efficiency aspects we assess if the planned objectives of the DW project are achieved on time. As already described in part 4.1 (see also overview on the state of the affairs, above) we can expect that the DW project already achieved (inside the visited countries) several planned objectives.

Pillar I (Employment/) shows excellent progress with the exception of the strengthening the capacities of the PES in Tajikistan (see verifiable indicator 1.2.2). Hence, the planned targets will be reached. But here it is to mention, that this indicator is not a real indicator (1.2.2 = PES strengthened), but it is another objective in itself. The planned increased institutional capacities for the PES are somehow given, but there is no indicator which may reflect the planned target (“two employment centres equipped ...”). This seems to be a planning mistake¹⁸ (see above part 4.1) and not a deficit in the implementation. Finally and really relevant: Modern Labour Market Information and Analysing Systems as projected for the Kyrgyz Republic cannot be established without equipment delivery and a mid-term training approach. Additionally there is a corresponding need for real changes in the organizational structure of the PES (and within aligned ministries too). To have real effects it is necessary to pilot such new LMI(A)S systems and implement the new systems in more than only two PES offices.

¹⁸ Of course usually the time pressure to develop such planning papers is high.

Pillar II (OSH/working conditions) it is out of question that National OSH systems had been introduced, drafted and to a certain degree developed. The probability is high that the planned targets will be reached and the immediate objective 2 will be achieved until the end of the first phase of the DW project. OSH management systems are implemented in many enterprises already.

Pillar III (Social Security) shows a mixed picture: there is a chance that the Kazakh government is taking a measure to improve the SM calculation methodology based on the ILO technical analysis and recommendations (outcome 3.1). But this decision is strongly influenced by political aspects e.g. up to yet no realistic prognosticated financial cost implications of any of such decisions is reflected by the Government. In Armenia, inclusion of SPF concept into national protection strategies or programs may be challenging within a short term of the DW project (see verifiable indicator 3.1.2).¹⁹ There is a real chance, but it is not for sure that two countries will take measures to improve OADI systems (see outcome 3.2). In the field of gender, outcome 3.3 is already achieved. C183 and C156 have been ratified in Kazakhstan in 2012 and the capacity development of the social partners in Tajikistan is on a good way.²⁰

It is practically impossible to implement such a complex project as planned. As already explained events occurred that could not be influenced by the DW project management. Personnel fluctuations and planning deficits have done their own. All involved staff has done a good job to compensate these frictions. Better, more realistic and systematic project design planning in Phase II will reduce the negative consequences of such difficulties from the very beginning. And of course the reduction of complexity could be both, reducing the number of countries involved in the project or focussing on one or two pillars only, would also be very helpful.²¹

To summarize, generally speaking the project used the resources efficiently. It is impossible to decide if the same results could have been attained with fewer resources, because there was no comparable project in the region implemented which could be used as a benchmark. And the unstable political situation some of the countries makes a fair assessment on efficiency more complicate. The described communication deficits (see part 4.3.1 above) and of course the big number of involved countries in relation to the DW project resources (staff, budget, time tec.) reduced the possible efficiency somehow. But the cost analyses and the progress of the achievement of several objectives before the end of phase I of the DW project up to yet lead to the **assessment for efficiency as good**.

4.5 Impact

Impact of projects is measured by findings related to the likelihood of the project to have longer-term development results (positive or negative changes). What can be identified here?

Pillar I (Employment)

Within this pillar there are impacts on all levels of intervention (Macro/Meso/Micro). First of all to mention here is the development and introduction of the new policy for disabled people in Armenia. A real paradigm change happened. Before the PES staff was assessing people with disabilities on what they cannot do. Now within the new approach PES staff is checking

¹⁹ This seems to be a practical example where the intervention logic of a short term project is in conflict with the mid- or long-term planning of an intervention approach like the DWCP, resp. the Strategic Policy Framework of ILO.

²⁰ Comparable forms of capacity development activities are implemented by the DW project teams not only in Tajikistan, but also in Armenia, Azerbaijan, Kazakhstan, and Georgia.

²¹ Of course increasing the budget and giving opportunities for more staff and additional resources for activities would have a comparable effect. But this seems to be unrealistic.

what these people can do. Additionally the PEs is not only giving a wage subsidy for the employers hiring disabled people recommended by the PES. A new approach of analysing the work place needs for a specific disabled person was introduced and piloted supported by the DW project. Even if there is only a small number of cases included up to yet, the government in Armenia and the responsible PES made it possible that this new approach will be part of the ALMP system in Armenia in 2013 and follow on years. Impact is given on Micro-Level (the final beneficiaries, the disabled people benefit already from new jobs in an improved work place environment adapted to the personal needs). The new policy approach is integrated in the work place subsidy program of Armenia (Macro level) and this was only possible because a lot of capacity development happened within the all relevant organizations of the tripartite constituents (Meso level).

A comparable impact can be identified in Kazakhstan: After a period of de-regulation policy, in which the public employment services and corresponding active labour market activities had been reduced if not deleted, now with the support of the DW project the new Employment Policy 2020 was developed and confirmed (Macro-level). This policy is a document of the “renaissance” of the ALMP in Kazakhstan.

A further relevant impact is the establishment of trade unions for informal workers which had been built up as not intended but highly welcome outcome from the DW project’s activities (meso-level) related to the transfer from informal to formal employment (micro-level).

Pillar II (Working conditions)

Here the most important impact lies on the micro-level: In all countries OSH management systems are implemented on enterprise level. Even sometimes within bi-partite committees, which are managed in social partnership. The National OSH systems are up to yet not in the point of development to be seen as an impact, but it seems to be highly probable to achieve this stage until end of 2013.

Pillar III (Social security)

Mostly prominent impact: Kazakhstan signed the Convention 183 (Macro-level). Not really finalized but with a good chance to make a difference at the end of the project we may mention here the option for improvement of the subsistence minimum definition in Kazakhstan and the increased capacities of the tri-partite constituents in integrating gender equality in their work or developing social policies.²²

General impact

According to research findings, the project contributed to capacity development of all the main constituents’ organizations in all the visited countries in all areas of interventions (Pillar I, II, and III). Practically all the interviewees from the tripartite constituents’ organizations confirmed this during the mid-term evaluation mission. This led to a real active and successful participation of the constituents. The capacities developed with the support of the DW project are practically used by the constituents. The project partners are all keen to follow on support by the DW project.

Further to mention there were a lot of regional events delivered by the project and even transfer of specific experiences or project approaches (e.g. the WIND approach was disseminated from Kyrgyzstan to at least three countries). The only thing missing is a real quantitative monitoring of such impact processes which is owed to the deficits in the implementation of a monitoring system (see 4.2.1 above)

But all in the entire project’s **impact is good** and can be even improved until December 2013. This is an excellent basis for a follow on phase of the DW project.

²² Although adequate indicators to measure this impact are not given.

4.6 Sustainability

Sustainability measures the probability that the positive results of the program are durable, in other words will they continue (supported by the constituents) beyond the end of the project after the donor has withdrawn. Reflecting the sustainable impact of the project the mid-term evaluation figured out the following:

- **Pillar I:**

There is a high probability on sustainability in the implementation of the Employment 2020 strategy in Kazakhstan. The country has enough capacity in the relevant organizations and is financially ready to cover the necessary cost for such a strategy. It seems on higher risk if the lately founded trade unions for workers in the informal economy will develop on a sustainable manner.

There some doubts too, if the policy for disabled people in Armenia will be implemented for a long time. First of all there is no experience if employers keep the disabled people on the job after the period of subsidy. Secondly this approach is very cost intensive, especially because the additional cost for the analysis of the work place needs for the individual persons and the expenditures for the necessary workplace equipment. Further there are no labour therapists in the country qualified to make the workplace analyses.

It is highly risky to expect that the PES in Tajikistan will have an improved LMI(A)S at the end of the project.

- **Pillar II:**

There is a chance that OSH policy or strategies will be established in one or two of the DW project countries. But it is too early to assess if this will be the initiation of a long term process.

- **Pillar III:**

The ratification of the Convention 183 and Convention 156 will have a long term impact in Kazakhstan. To increase the probability of sustainability of the outcome of the DW project ToT for W&F training has been done and local trainers' capacities have been developed.²³

It is highly probable that the initiated forms of social dialogue and tri-partite processes will last longer than this project's duration.

But: The follow on cost for the implementation of the new policies (e.g. new equipment for the workplaces for disabled people or financial consequences if changing the calculation system on SM) had been underestimated. In addition of course permanent on-going adaptations, modifications are necessary at regular periods to have the SM on an up to date level.

To sum up: the sustainability is already given but on a limited level. Of course one has to consider the duration of the DW project and the political situation of the countries if assessing the sustainability of the DW project. There are still some options to improve until the end of the first phase of this project in December 2012. Consequently the weight of sustainability aspects shall be reduced in the **overall assessment** of the project and the final assessment of sustainability of the DW project up to yet will be **satisfactory**.

²³ Further capacity development training is planned for 2013. If time and resources allow a special impact analysis on capacity development aspects and knowledge may be included in the final evaluation (although) relevant indicators for such an analysis had not been implemented.

5. Conclusions, Lessons Learned, and Recommendations

The discussion above leads to the following conclusions.

5.1 Conclusions, lessons learned and good practices

What are the conclusions following directly from the findings above and what lessons can we learn from the DW project?

1. Taking into account the process of time further adaptations of the latest LOGFRAME are not necessary for the phase I of the DW project. It would make sense to develop the planned objectives from very beginning of the second phase more realistic and more coherent.
2. The design of the project must be developed more carefully, in other words an approach to make sure that the DW project can achieve its objectives in a limited project duration should be presented before the start of the second phase..
3. If we proceed on the assumptions that due to the logic of the DWPCs a reduction of the number of the pillars of interventions is not reasonable and further a comparable amount of money provided by the donor for a follow on term, it would be more adequate to reduce the geographical extension and focus on a reduced number of countries.
4. If the assessment of the follow on phase again shall be done after the DAC criteria it would make sense to establish an impact monitoring system. Necessary project adaptations are then much quicker to be realized and shall be reflected and discussed with the steering authorities, the constituents and the donor. Alternatively the whole monitoring process shall be developed on the basis of the ILO Strategic Framework Policy (SFP) reporting and monitoring system. The latter would be less stressful but it may be not so easy to explain the donor the value added out of the specific project.
5. The selection of the Chief Technical Advisor is crucial for each project. Since there was a change in the position of the CTA during the implementation phase of the DW project it was necessary to reoccupy the position. This process lasted about nine months. Such a process is time intensive, of course. But on the other hand, such a relevant position should not be vacant too long. Consequently, the selection of staff should be done in a more expedient manner, taking into account of course the adequate care on quality aspects of selecting the right person and also the possible losses in project communication and implementation.
6. Modern Labour Market Information and Analysing Systems cannot be established without equipment delivery and a long term training approach to build up the necessary capacities in the institutions of a country, especially on IT and consultation of PES clients. Additionally there is a need for real changes in the organizational structure of the PES (and corresponding line ministries). To have real effects it is necessary to pilot such new LMI(A)S systems and implement the new systems in more than only two PES offices. Finally an advisory communication network must be build up to guarantee the involvement of the social partners and other relevant institutions and experts of the country. This is a time and resource consuming process. Focussing on such a development doesn't allow the usually weak, underfinanced and understaffed PES to implement additional reform aspects.
7. No regular meetings of the steering resp. advisory groups had been held on central and even on the national level it was an exception conducting and documenting such meetings. For the next phase it shall be clearly contracted in which form a steering system shall be build up and in which frequency on which implementation level such meetings shall be executed. Steering processes are resource and time consuming, but also very supporting for management decisions and especially in conflict cases.
8. Out of the success factors which can be influenced by project management the development of the capacity of the constituents is of outstanding importance. Consequently, the rest of the project duration shall be used to continue capacity

development activities as a priority. And if possible these actions shall be oriented on those contents and countries which may play a relevant role in the future implementation process of the DW project.

As we have analysed the DW project produced already relevant effects and impact. The following experiences can be noted as particular examples of **good practice**:

1. As a real **good practice** usable to be transferred to other countries the Armenian approach of inclusion of disabled persons in the labour market shall be mentioned here explicitly. In all developing or transformation countries inclusion of disabled persons is a big challenge and the necessary new approaches to handle the problem adequate and gracefully. For sure the Armenian approach of an integrated active labour market program which covers both the work place adaptation and the job placement aspects is not the only and even not the final solution. But it looks that in the framework of the DW project in at least for the regions of Caucasus and the Central Asia innovative method for an inclusive labour market measure is developed and will be put to a test during the next years.
2. Another example of **good practice** was given in the context of the discussion on the transfer from the informal to the formal economy. All countries involved in the DW project face the problem of a big informal part of the economy which reduces the effectiveness of all political interventions enormously and produces big challenges for the establishment of a world of decent work. The idea to establish special trade unions for informal employed workers is at least innovative for the region and the usual approach of trade unions supporting organized labour in the formal economy only. It seems to be worth to be supported further and tested on its impact in the mid-term.

5.2 Recommendations

The following recommendations are divided in two parts. There will be recommendations for a follow-on project (starting in 01/2014). But let us start with recommendations for the next steps to be made for the remaining duration of the project's first phase.

5.2.1 Recommendations for the immediate next steps (until December 2013)

The first phase of the DW project will end in December 2013. Many detailed recommendations had been made by the interview constituents. But during the remaining time of the first phase of the DW project the focus shall be on those activities which are closely related to the achievement of the planned objectives. Further the planned concentration of the geographical region of the DW project for the second phase was also used to select recommendations. Hence, the most relevant recommendations – those which may have a real support to achieve the DW project's targets/objectives - are listed below:

1. The continuation on capacity development inside of partner institutions (MoL, trade unions, employers' associations): This relevant true for all countries and relevant for all intervention areas. A continuation of capacity development shall be done, just as up to yet within sub-regional workshops, seminars, etc. and the introduction of practical brochures, hand-outs, guidelines, etc. in the local languages shall be continued too.
2. Using the remaining time efficiently the project management may also think about continuing with setting of country specific priorities:
 - a. This could be in the case of **Armenia**:
 - (i) continuation of work on the inclusion of people with disabilities into the labour market (e.g. trainings for additional PES staffs and staff of the Bureau

of Medical and Social Expertise), including activities to prepare the transfer of this specific approach to other countries involved in the DW project (in order to promote sub-regional co-operation to increase the decent work opportunities and employability of vulnerable groups/SMO128);
(ii) if demanded supporting the development of a new employment strategy;
(iii) the finalizing of the National OSH program (e.g. OSH on enterprise level, as part of trainings for young entrepreneurs, continuation of WIND related trainings, etc.);
(iv) Continuation of the already started capacity development activities to establish the concept of the Social Protection Floor in the mid-term.

b. In Tajikistan

- (i) Capacity development within the PES (including also the social partners) (Employment Policy/Wage Policy/Informal Employment²⁴) in Tajikistan
- (ii) there should be – for at least to regain creditability among the be-keeper faction – focus on the WIND program.
- (iii) The good co-operation with the IOM and the continuation of the work in OSH (OSH training Centre, HIV aspects on enterprise level/info campaign) shall be also taken in mind.
- (iv) Continue the ToT for Work Balance and Family Balance (implement the second capacity development training in 2013).
- (v) It may be also recommended to continue the work on the unemployment insurance in Tajikistan, where a basic analysis was done already.

c. In Kazakhstan

- (i) a priority may be the work on OSH strategy based on the tri-partite memorandum (OSH as part of the KAZAKH OSH Program 2013-2020, standards for LI on enterprise level) and
- (ii) the discussion on the transfer from the informal to the formal economy. The already started initiative on the measurement of poverty (reflecting international experiences of Russia, Canada, Finland and Bulgaria) may continue on the demand of the constituents.
- (iii) Support on surveys (PES needs, labour resources, employer's needs) may be supported additionally.

3. The rest of duration of the first phase of the DW project should be used to prepare a foundation of preparatory activities in those project countries, envisaged to be part of the project second phase, to enable a rapid start of the next phase. In the other project countries, which will not be part of the next phase, on-going and planned activities should be finalised in as complete a manner as possible and in good time. If possible, the ILO should try to find new Donors for these countries.
4. It would be helpful, if the project management can design the volume, the structure and the role of the internal communication among DW project's staff.²⁵
5. It would be advisable using the visits in these countries to conduct official meetings (at least appointments) to explain which countries will be part/not part of the next phase, and why.

²⁴ PES training will be carried out in November 2012, and a review of PES labour statistics is planned for December 2012.

²⁵ Some ideas to support this work out could be: It shall be good organizing at least bi-annual team meetings between national staff and the CTA. If feasible the project executive team of ILO Moscow may join such meetings too. Such meetings shall be used for monitoring of the project's development, exchange of information among the staff of the different countries., and even planning aspects shall be on the agenda (e.g. annual planning, sub-regional-activities, etc.).

It is recommended conducting the team meetings in different locations of the participating countries. A kind of rotation system (taking one country after the other for implementing the meetings) shall be established.

6. Include the logotype of the donor in order to further enhance the visibility of the donor.

5.2.2 Recommendations on the basic orientation for a second phase of the DW project

1. The number of **active in DW project implementation involved countries** shall be reduced. This would make it easier to develop realistic objectives and manage the DW project with a higher efficiency. The evaluator would recommend selecting countries which are active during the first phase and which may need more than others the additional options for support from ILO to implement DWCPs offered through the DW project. That's why here the countries Armenia, Kyrgyz Republic and Tajikistan shall be recommended.
2. But what not should happen is that knowledge, experiences and expertise built up during the first phase of the DW project get lost. That's why countries like Kazakhstan and Azerbaijan may be involved in the second phase of the DW project as "**supporting countries**". This status may mean that the DW project will use during the second phase the expertise of these countries for implementation aspects.²⁶
3. A third status may be **context countries** of the region (Caucasian Region and from Central Asia). E.g. Georgia, Uzbekistan, even Turkmenistan which may join specific events organized by the DW project and will for that reason be able to get some subsidies for their expenditures (e.g. travel cost, accommodation, etc.).
4. The finalization of the thematic priorities should be decided on the development of the final decisions on the country foci and based on a final evaluation about the effectiveness and impact of the DW project. Of course new aspects (e.g. wage policy, social insurance for self-employed or labour migrants, etc.) may be assessed as relevant.
5. All planning shall be done in closest active partnership with relevant constituents/partners (MoL, employers, trade unions) on national level. Of course the national ILO staff involved in the implementation of the DW project should be actively involved too. If time allows as many as possible ILO experts from Moscow office shall participate in the planning process too.
6. The country specific recommendations on the areas of interventions should be brought to an overall LOGFRAME system and finally again be checked with the constituents.
7. ILO should strengthen the co-operation with other donors working during the next phase. This should start already during the preparation of the second phase. The CTA shall visit the selected countries and figure out the options for real co-operation.
8. A more effective role of the project's steering groups, especially concerning the progress made towards achieving the project's outcome shall be planned.
9. Prepare a monitoring system which may include
 - a. Monthly monitoring reports: these reports monitor the delivery of activities according to the project's work plan in a timely and cost effective way.
 - b. Quarterly monitoring reports: in these reports, delivery of activities data is aggregated, summarized and converted into more general opinions on the project progress towards its objectives (result or impact indicators).
 - c. Annual or semi-annual monitoring reports: these reports describe progress towards project outputs and outcomes, and to update stakeholders and advance learning to improve program design and implementation.
 - d. It would be helpful if a baseline study will be done in the early stage of phase II of the DW project to have a basic orientation for the achievements of the project's objectives.
10. The identified example for good practice should be used in phase two for regional information transfer. In case of transfer from formal economy to the informal economy

²⁶ For such activities it shall be possible covering costs for experts from the countries or constituents giving advice or consultation to the future DW project countries.

it may be reflected (with actively in the implementation of the DW project involved Employers' Associations) if such or any associations for informal companies could be established too. In case of a well-organized and open employers association this may be possible too.

11. To increase the effectiveness and the efficiency of the DW project it shall be recommended to work with pilot projects in each of the intervention areas and use the output and outcome of such pilots for dissemination in the respective countries (improving the probability of real impact and sustainability) and even more for sub-regional experience exchange and co-operation. The country with the higher probability of success implementing specific pilot should be chosen and the (intended or not intended) results of such pilots shall be used for sub-regional co-operation on the basis of lessons learned.
12. It would also increase effectiveness of the project if there are more options of financial support for the DW project (to support pilot implementation).

Overview: Recommended Possible Priority and Pilot Areas of Intervention during Phase II of the DW Project

Pillar	Armenia	Tajikistan	Kyrgyzstan	Sub-Regional
I. Employment	<ul style="list-style-type: none"> LMI(A)S Inclusion of disabled persons into the Labour Market New approaches on transition from informal to formal economy Youth Employment Initiatives 	<ul style="list-style-type: none"> LMI(A)S New approaches on transition from informal to formal economy Support to the development of a new Employment Program Youth Employment Initiatives 	<ul style="list-style-type: none"> LMI(A)S New approaches on transition from informal to formal economy Support to the development of a new Employment Program Youth Employment Initiatives 	<ul style="list-style-type: none"> Inclusion of disabled persons into the Labour Market Experiences from Kazakhstan in new approaches on transition from informal to formal economy Capacity development for constituents
II. OSH	<ul style="list-style-type: none"> National OSH System Implementation of OSH Management Systems (enterprise level/world of work) Awareness rising in risk and safety aspects, including HIV/AIDS Continuation of WIND Program activities 	<ul style="list-style-type: none"> National OSH System Implementation of OSH Management Systems (enterprise level/world of work) Awareness rising in risk and safety aspects, including HIV/AIDS Continuation of WIND Program activities 	<ul style="list-style-type: none"> National OSH System (Capacity Development) Implementation of OSH Management Systems (enterprise level/world of work) Awareness rising in risk and safety aspects, including HIV/AIDS Continuation of WIND Program activities 	<ul style="list-style-type: none"> Experience Exchange of WIND Program (in all three countries) OSH Management systems at enterprise level (including Kazakh experiences)
III. SocSec	<ul style="list-style-type: none"> Wage Policy (Capacity of constituents) Awareness rising on the concept of the Social Protection Floor Maternity Protection/Work and Family Balance 	<ul style="list-style-type: none"> Wage Policy (Capacity of constituents) Awareness rising on the concept of the Social Protection Floor Maternity Protection/Work and Family Balance 	<ul style="list-style-type: none"> Wage Policy (Capacity of constituents) Awareness rising on the concept of the Social Protection Floor Maternity Protection/Work and Family Balance 	<ul style="list-style-type: none"> Minimum wage policy aspects concept of the Social Protection Floor

Notes:

(i) Green highlighted items shall be taken as pilots

(ii) Cross-cutting issues: Strengthening Social Dialogue and Tri-partism and as well Gender aspects

6. Appendices

6.1 Appendix 1: LOGFRAME of the DW project

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification
Integrated outcomes: Decent Work Country Profiles					
Integrated outcome Establishing a Decent Work Country Profile	Establishing a Decent Work Country Profile	INT - Establishing a Decent Work Country Profile	No overall picture of Decent Work situation in country, in the form of indicators	A Decent Work Country Profile established in ARM and AZE	MoL
Immediate objective 1: Employment opportunities will be increased					
Outcome 1.1. Employment promotion – increased access to productive employment	1.1.1. National, sectoral or local employment policies and programmes integrated in development frameworks	ARM153 - Reforms in employment-related legislation and policy performed KAZ102 - Improvement of labour market policies in conformity with ILO conventions	Outdated legislation and lack of adequate policies	At least 1 new policy documents designed and implemented in each country, with ILO support	Ministry of Labour (MoL), texts in documents endorsed by the Government
	1.1.2. Labour market information and analysis systems put in place or strengthened, and information on national labour market trends disseminated	KGZ126 - Comprehensive and multitier labour market information system is functional and available for different national stakeholders	Systems non-functional or outdated; not adequate in regard to the new realities of the labour market and policy-making	At least one existing system is strengthened	MoL, Statistical Committee or Agency
	1.1.3. Increasing employment content of investments in employment-intensive infrastructure programmes (EIIP) for local development shown	KGZ131 - The capacity of constituents to develop and implement EIIP enhanced	Lack of investments; infrastructure destroyed due to political unrest	Constituents have acquired skills and knowledge to design and implement EIIPs	MoL, municipal authorities
	1.1.4. Governments, Employers' organisations and/or Trade Unions have taken initiatives in policy areas that facilitate transition from informal to formal employment	KAZ153 - Policies & measures elaborated to facilitate transition from inform-mal to formal employment	So far no action taken	At least one initiative in policy area taken by the constituents	Representatives of constituents' organisations
Outcome 1.2.	1.2.1. Relevant training readily accessible to people with	ARM152 - Enhanced Decent	Very limited access to	At least two countries have	MoL, PES

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification
Skills development for increased employability – in regard to workers, competitiveness of enterprises, and inclusiveness of growth	disabilities	Work (DW) opportunities and increased employability of marginalised groups. SMO128 – Increased DW opportunities & employability of vulnerable groups	skills' development programmes for people with disabilities	made skills' development available to people with disabilities	
	1.2.2. PES strengthened to deliver on employment policy objectives	TJK128 – Increased institutional capacities of PES, including capacity to analyse, monitor and apply LM information GEO127 – Increased institutional capacities of Public Employment Services (PES), including capacity to analyse, monitor and apply Labour Market (LM) information	Employment services in need of capacity-building, in line with modern standards	At least 2 employment centres equipped with modern skills and tools, to effectively deliver on policy objectives	NES reports; expert interviews; capacity-building training reports
	1.2.3. Policies and programmes to promote productive employment and DW for young people developed and implemented	AZE106 - Youth employ-ment (YE) prioritised by constituents in national development program-mess.	Although YE is considered to be an urgent priority, it has not been properly addressed in national development programmes	YE in employment centre documents, sup-ported by relevant ac-tion plans and public budget resource allocations; ALMP for disadvantaged youth design-end & implemented	MoL; State Employment Agency; Government reports and official publications
Outcome 1.3. Job-creation through promotion of sustainable enterprises	1.3.1. Policy or regulatory frameworks reformed and/or improved, in order to improve the enabling environment for sustainable enterprises	KGZ 128 – Constituents contribute to promotion of sustainable enterprises, through creation of enabling environment SMO 127 – Support to job-creation, through development of SMEs	Entrepreneurship pro-motion measures not included in the national policy framework No policies on Women Entrepreneurship Development (WED) Presence of a “Start & Improve Your Business” (SIYB) network	At least 2 reform measures taken towards the creation of an enabling environment in KGZ	MoL; PES; Government reports
	1.3.2. Policies adopted that integrate the principles of the Tripartite MNE Declaration of Principles, concerning Multinational Enterprises and Social Policy.	AZE105 - The principles of the ILO MNE Declaration promoted through social dialogue, with transnational companies and integrated in	Principles of the Declaration not yet integrated	Relevant policy will be adopted by at least one multinational company; MoL will participate in the ad-hoc international	MoL; social partners organisations

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification
		their policies		working group on promotion of MNE Declaration	
Immediate objective 2: Working conditions will be improved					
Outcome 2.1. National OSH systems developed and implemented	(a) National OSH programmes are developed and implementation started (b) Capacity-building of OSH centres and institutions (trainers, material developers, advisory capacities) is developed (c) OSH training material (OSH management systems, risk assessment) and course curricula are developed and taken into use for a variety of target groups utilising EU and Finnish manuals (d) Labour inspection and OSH specialists are better trained and strengthened in "OSH and HIV/AIDS" issues (e) Regional co-operation of LI enhanced, to effectively support the modernisation and improvement of national OSH systems, including LI	ARM101 - National OSH system, including Labour Inspections (LI) is further developed on a tri-partite basis, in accordance with ILO standards AZE154 - National OSH system modernised and improved, in line with international labour standards KAZ103 - Adoption of national OSH policies/programmes, through introduction of related legislation and norms TJK154 - OSH national programmes and systems further improved, including modernisation of LI	National OSH systems are in need of modernization to be in compliance with international standards and best practices	A tripartite national OSH program will be approved ILO OSH 2001 (GOST 12.0.230-2007) introduced at model enterprises Up-dated OSH legislation; creation of tri-partite OSH council; restructured LI, using new preventive approach	National OSH authorities; LI; MoL; social partners
Outcome 2.2. Management systems and tools to improve working conditions	(a) The social partners, enterprises and OSH specialists and institutions are trained in OSH management systems, risk assessment and social dialogue in OSH (b) Selected enterprises start implementing modern OSH management systems (c) National and regional best practices for prevention are promoted in the countries to achieve a multiplier effect	KAZ155 - Introduction of OSH management system at big enterprises and selected high-risk sectors to ensure safe working conditions. KGZ151 - The working conditions in selected economic sectors are improved through social dialogue KGZ 152 - National OSH system further developed, in conformity with ILO standards TJK155 - Working conditions in selected economic sectors improved through social dialogue	Enterprises have not yet started implementing OSH management systems Rural communities lacking resources (financial, tools and knowledge) to improve working conditions SMEs are suffering from poor working conditions and low productivity, due to lack of experience and limited resources	KAZ: At least 50 enterprises KGZ: At least 3 large enterprises TJK: 5-10 enterprises implement OSH systems. UZB: At least 3-4 large enterprises GEO: 3 pilot enterprises in Georgia regions WIND programmes introduced: 3 in KGZ, 1 in TJK, 2 in ARM	LI; social partners; enterprises' management and safety representatives

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification
		<p>UZB127 - National and enterprise level OSH systems (ILO-OSH 2001) are introduced based on social dialogue and the workers representatives institution including a preventive occupational accident insurance system</p> <p>GEO 151 – OSH systems further improved, including the independent surveillance survey</p> <p>SMO152 - Implementation of a systematic approach to occupational safety and health and introduction of OSH management systems at enterprises</p>			
Immediate objective 3: The minimum level of social security will be increased					
Outcome 3.1. Increasing the access of basic social security benefits	3.1.1. Methodology of calculating subsistence minimum is reviewed, in regard to definition of Subsistence minimum	KAZ151 - Subsistence minimum definition and social security systems improved, including pension system	The existing approach and methodology are outdated	At least one measure is taken by the government to improve the calculation method of subsistence minimum, which has implications for basic social security benefits.	MoL; National Statistics Office; social partners
	3.1.2. Concept of the Social Protection Floor is mainstreamed and integrated into the national strategy	ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/programme	SPF is a new concept, not yet applied yet in the sub-region; Armenia has agreed to be a pilot country	SPF concept is included into the national strategy/programme	MoL; Ministry of Education; Ministry of Health; social partners
	3.1.3. Unemployment insurance schemes analysed and revised	TJK151 - Capacities of social partners to develop social security policies increased	Existing knowledge base of social partners on social security insufficient	Social partners' organisations have at least one trained and dedicated focal point on social security	EOs, TUs
Outcome 3.2. Improving occupational	(a) National OADI scheme analysed from a legislative (in conformity with ILO Conventions №102 and 121) and a financial points of view (financial sustainability of	KAZ151 - Subsistence minimum definition and social security systems improved,	Out-dated OADI systems, based on Soviet model, or non-	At least 2 countries taking measures to improve OADI systems	MoL; social partners

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification
accidents & diseases' insurance (OADI) systems	schemes), in order to develop policy recommendations to modernise national OADI systems (b) Capacity of Government officials and social partners for revising OADI schemes improved, in order to support sustainability of schemes by developing national human capital (c) In collaboration with research and OSH institutes in Finland, occupational accident registration system, as well as OADI statistics, reviewed to make them more suitable for establishment of modernised OADI system (d) General understanding of OADI schemes and general awareness of partners, particularly EO, raised	including pension system ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/ programme GEO152 – Improvement of social security system achieved to expand the social security coverage	existent (GEO)		
Outcome 3.3. Mainstreaming Work and Family balance and gender equality	(a) National maternity insurance scheme analysed from a legislative (in conformity with ILO Conventions № 102 and 183) and a financial points of view (financial sustainability of schemes), in order to develop policy recommendations and facilitate the ratification of C183 (b) Capacity of Government officials and social partners for revising maternity insurance schemes improved, in order to support sustainability of schemes by developing national human capital (c) Awareness on Work and Family balance raised	ARM103 - Tripartite constituents increasing capacity in integrating gender equality in their work, including maternity protection and reconciliation of work and family. KAZ151 - Subsistence minimum definition and social security systems improved, including pension system TJK151 – Capacity of social partners to develop social security policies increased	C183 not ratified in ARM, KAZ, TJK; knowledge level of maternity protection limited	C183 ratified in at least 1 country; other countries taking steps to facilitate ratification of C183; overall awareness-raising on maternity protection among constituents	MoL; social partners

6.2 Appendix 2. Overview of the state of affairs of the project

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
Integrated outcomes: Decent Work Country Profiles				
Integrated outcome Establishing a Decent Work	Establishing a Decent Work Country Profile	INT - Establishing a Decent Work Country Profile	A Decent Work Country Profile established in ARM and	The DWC-profiles for Armenia is published already (in English language, translations to national languages are in process); the support of the DW project is evident

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
Country Profile			AZE	(although not explicitly mentioned in the profile) Approval of the DWCP is expected in 2012 Note: the profile of Azerbaijan is also published already (the support of the DW project is explicitly mentioned)
Immediate objective 1: Employment opportunities will be increased				
Outcome 1.1. Employment promotion – increased access to productive employment	1.1.1. National, sectoral or local employment policies and programmes integrated in development frameworks	ARM153 - Reforms in employment-related legislation and policy performed KAZ102 - Improvement of labour market policies in conformity with ILO conventions	At least 1 new policy documents designed and implemented in each country, with ILO support	Armenia is working on an Employment Strategy 2013-2018. No tangible results up to yet. But ILO, respectively the DW project, support to the development of this strategy is highly welcome. In Kazakhstan the situation is different: The Government is able to finance its political interventions, and hence the ILO is asked for technical co-operation and consultation in relevant areas like commenting the draft of Kazakhstan's Employment Strategy 2020. Consequently the development Kazakh Employment Strategy 2020, which stands for the change from passive to active labour market policy, was commented and the by the DW project (in 2011) and the current operations of the Employment Strategy are continuously observed.
	1.1.4. Governments, Employers' organisations and/or Trade Unions have taken initiatives in policy areas that facilitate transition from informal to formal employment	KAZ153 - Policies & measures elaborated to facilitate transition from informal to formal employment	At least one initiative in policy area taken by the constituents	DW project supported the development of a study on the transition from informal to formal employment (in Kazakhstan). This study was discussed intensively during a tripartite workshop (in 2011). Additionally several other seminars were held and supported by the DW project. The Government of Kazakhstan is still reflecting the consequences out of this study. Follow on study on formalisation aspects will be prepared in 2013. But one of the practical consequences is the build-up of trade unions for informal workers, which is supported by the Federation of the Trade Unions of Kazakhstan. ²⁷
Outcome 1.2. Skills development for increased employability – in regard to workers, competitiveness of	1.2.1. Relevant training readily accessible to people with disabilities	ARM152 - Enhanced Decent Work (DW) opportunities and increased employability of marginalised groups.	At least two countries have made skills' development available to people with disabilities	Armenia has developed a new approach on supporting the integration of disabled persons. A special regulation was developed and approved by the PES, which includes not only a subsidy for the employer but additionally a component of adaptation of the workplace (including provision of necessary equipment and furniture). Supported by

²⁷ There was not enough time to check this really new approach in details. This impact was not intended, but it seems to be a very relevant activity which may be observed deeper and documented as good practice.

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
enterprises, and inclusiveness of growth				<p>the DW project - mainly trainings and consultation, and beyond that there is a special DW project support for the adaptation of work places including equipment) for three pilot workplaces - a (very small) program (based on Swedish and Dutch experiences) was piloted in 2011 in three areas with a total of 3 workplaces.. The budget of the Ministry of Labour for 2012 and 2013 includes additional 10 places (out of in total 231 subsidized jobs in whole Armenia). This allows an autonomous follow on usage of the input given by the DW project.</p> <p>There is a high need supporting persons with disabilities in Armenia (only 8% of all disabled persons are somehow employed). The risks are lying in the framework conditions: there are no occupational therapists in Armenia and it is an open question what will happen, after the period of subsidizing the jobs will end.²⁸</p>
	1.2.2. PES strengthened to deliver on employment policy objectives	TJK128 - Increased institutional capacities of PES, including capacity to analyse, monitor and apply LM information	At least 2 employment centres equipped with modern skills and tools, to effectively deliver on policy objectives	The DW projects supports the Capacity Development of the PES and the social partners in Tajikistan (Rapid assessment, support to a work plan reform, study tour participation, cooperation with Lithuania, materials on promoting youth employment, guide to develop employment programs, administrative methods., study trips, etc.). In the framework of the DW project the PES developed new forms to improve the regulation of vacancies ²⁹ .
Immediate objective 2: Working conditions will be improved				
Outcome 2.1. National OSH systems developed and implemented	<p>(a) National OSH programmes are developed and implementation started</p> <p>(b) Capacity-building of OSH centres and institutions (trainers, material developers, advisory capacities) is developed</p> <p>(c) OSH training material (OSH management systems, risk assessment) and course curricula are developed and</p>	<p>ARM101 - National OSH system, including Labour Inspections (LI) is further developed on a tri-partite basis, in accordance with ILO standards</p> <p>KAZ103 - Adoption of national OSH policies/ programmes, through introduction of related legislation and norms</p> <p>TJK154 - OSH national programmes and systems</p>	<p>A tripartite national OSH program will be approved</p> <p>ILO OSH 2001 (GOST 12.0.230-2007) introduced at model enterprises</p> <p>Up-dated OSH legislation; creation of tri-partite OSH council; restructured LI, using new preventive</p>	<p>Armenia has not an approved National OSH system, but it shows on the practice level of enterprises some good progress: at least 5 enterprises use the ILO OSH approach for their enterprise safety system and had been supported by the DW project to develop and establish these safety systems.</p> <p>The problem is that there is no reformed governmental OSH system (including Labour Inspection) and enterprises have to follow the outdated Armenian system although an assessment report on the OSH situation in Armenia (including recommendations) figured out of reforming the working conditions (legislation) system in Armenia. There</p>

²⁸ The DW-project is supporting trainings for relevant persons to reduce this risk. But up to yet there is no real political approach to develop a system of occupational therapy in Armenia in view.

²⁹ It was mentioned that the delay of the implementation of a lot of activities in Tajikistan related to the pillar I may be also depend on the frequency of the presence of responsible experts and specialists of the ILO Moscow.

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
	<p>taken into use for a variety of target groups utilising EU and Finnish manuals</p> <p>(d) Labour inspection and OSH specialists are better trained and strengthened in "OSH and HIV/AIDS" issues</p> <p>(e) Regional co-operation of LI enhanced, to effectively support the modernisation and improvement of national OSH systems, including LI</p>	<p>further improved, including modernisation of LI</p>	<p>approach</p>	<p>is no real change in this situation since 2011 although a lot of conferences (for example National conferences on Social Partnership) trainings, (including teacher training for the integration of OSH aspects in the vocational education system) and information had been offered by the DW project. DW project activities in the area of HIV are on a limited level in Armenia.</p> <p>Kazakhstan: Up to yet the output is related to Conferences (e.g. the 2nd Kazakh International Occupational Safety and Health Conference in April 2012), trainings (on OSH Management Systems or on HIV for Labour Inspectors) and the introduction of plans/ideas (e.g. work plan on OSH MS in 2011 or plans to develop a HIV checklist for Labour Inspectors based on a tri-partite memorandum). The output is awareness rising among the constituents and within practitioners on enterprise level. National Standards had been developed and Bi-Partite Committees on enterprise level had been pushed by the Kazakh Trade Unions. Hence, OSH management systems (including national standards) are established in more than 1000 enterprises in Kazakhstan.³⁰</p> <p>In both countries (Armenia and Kazakhstan), there seems to be a kind of competition between the OSH concept (ILO) and ISO 18001 approach, which is a longer time in practice already. Some constituents (esp. in Kazakhstan) see a cost risk for enterprises if the OSH system will be established additionally. But there are plans to develop a strategy "OSH 2020" and an operational program (concept) for it (2013-15) for Kazakhstan in which the ILO approach may be integrated in the midterm future. A HIV handbook for labour and factory inspectors is produced. Kazakhstan shows real progress in occupational security and health.</p> <p>Tajikistan: The DW project supported the tri-partite constituents in the development of a draft for a National OSH Program (including HIV and LI aspects) which is expected to be approved by the Government very soon. The DW-project is supporting very actively awareness rising on OSH and HIV (including the further development of a HIV focal point). This is done in co-operation with the ILO project on HIV and the IOM Tajikistan.</p> <p>Practical experience in OSH implementation was supported by the DW project by organizing trainings on how to improve the working conditions in agriculture in</p>

³⁰ Information from the Ministry of Labour. More details on the size of the companies or the sectors are not available.

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
				<p>cooperation with the bee-keeper trade union. The Ministry of Labour is working on the convention of Labour Inspection (no. 81) and Convention No 129 Labour Inspection in Agriculture.</p> <p>The fact that ILO is implementing a special project in Tajikistan (Focal Point for HIV/AIDS and the World of Work for Tajikistan) made it possible for the DW project to support activities for the development of a work plan for a national HIV program too.</p> <p>In all three countries the capacity development of relevant staff was supported by the DW project, esp. in form of trainings for LI specialists, training of trainers (ToT), regional cooperation of Labour Inspectors, risk assessments as part of the OSH MS trainings, International OSH Days, publication of professional brochures, handbooks, etc.</p>
<p>Outcome 2.2.</p> <p>Management systems and tools to improve working conditions</p>	<p>(a) The social partners, enterprises and OSH specialists and institutions are trained in OSH management systems, risk assessment and social dialogue in OSH</p> <p>(b) Selected enterprises start implementing modern OSH management systems</p> <p>(c) National and regional best practices for prevention are promoted in the countries to achieve a multiplier effect</p>	<p>KAZ155 - Introduction of OSH management system at big enterprises and selected high-risk sectors to ensure safe working conditions.</p> <p>TJK155 - Working conditions in selected economic sectors improved through social dialogue</p>	<p>KAZ: At least 50 enterprises</p> <p>TJK: 5-10 enterprises implement OSH systems.</p> <p>WIND programmes introduced: 1 in TJK, 2 in <u>ARM</u></p>	<p>Kazakhstan: OSH management system see above (2.1)</p> <p>Sub-regional co-operation of the DW project made it possible that starting in Kyrgyzstan the WIND program has been introduced in other countries participating in DW project.</p> <p>In Armenia the DW project supported the WIND Project approach was introduced by the Agro-Trade Union of Armenia based on Kyrgyz experiences by the dissemination of a special brochure and several seminars (on the usage of chemicals, dealing with farm machinery, etc.</p> <p>In Tajikistan the WIND approach has been introduced too: In cooperation with the Employer's organization the DW project supported trainings on OSH for agricultural workers (bee keeping) and the dissemination of a brochure on OSH aspects in agriculture³¹.</p>
Immediate objective 3: The minimum level of social security will be increased				
<p>Outcome 3.1.</p> <p>Increasing the access of basic social security benefits</p>	<p>3.1.1. Methodology of calculating subsistence minimum is reviewed, in regard to definition of Subsistence minimum</p>	<p>KAZ151 - Subsistence minimum definition and social security systems improved, including pension system</p>	<p>At least one measure is taken by the government to improve the calculation method of subsistence minimum, which has</p>	<p>For Kazakhstan the main focus of work in this context was the measurement of the subsistence minimum (SM). Hence, the DW project financed ILO experts analysing the existing SM system and introduced specific methods how to calculate the subsistence minimum and made recommendations on the reform of it for Kazakhstan. The report</p>

³¹ Although there was additional support from the Finish Government in from of trainings (sponsored by the program 'Aid-for-Trade") the interviewees expressed their deep concerns about the discontinued communication on four recommended projects/activities to be supported by the DW project.

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
			implications for basic social security benefits.	<p>was discussed on tri-partite level (e.g. round table in December 2011) and finalized in July 2012. The DW project supported the relevant round table with recommendations on methods to improve the calculation mechanism of the SM (2011/2012). Special good practices of countries like Canada, Russia, Bulgaria and Finland had been introduced within a further study supported by the DW project to the Ministry of Labour (June 2012). The decision on this reform process may be finalized end of 2012 or in the first half of 2013. The main challenge is that the financial consequences of such reform are not calculated finally by the Kazakh Government.</p>
	3.1.2. Concept of the Social Protection Floor is mainstreamed and integrated into the national strategy	ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/programme	SPF concept is included into the national strategy/programme	<p>The SPF initiative just started in Armenia in 2011 (including trainings for all relevant governmental organizations and the social partners and a rapid assessment conducted together with UNICEF and trainings for Governmental staff). Today co-ordination among donors (ILO/UNICEF/WB/IMF/ADB) is going on in order to develop a mutual entry point. Hence, the preparatory work is done, but it seems that due to the fact that there will be Presidential elections in spring 2013 Although there will be further SPF training activities implemented no real progress is expected during the next months.</p>
	3.1.3. Unemployment insurance schemes analysed and revised	TJK151 - Capacities of social partners to develop social security policies increased	Social partners' organisations have at least one trained and dedicated focal point on social security	<p>In Tajikistan the DW project supported activities like study tours or follow up trainings (e.g. special seminars work and family balance/training of trainers) targeted on the increase of the capacity of the social partners, awareness rising on the relevant ILO Conventions, and to create a pool of trainers who can facilitate such trainings in the relevant sectors. A focal point for the ILO HIV program is established.</p> <p>Analyses of national legislation, e.g. review of the state of the affairs of the unemployment insurance in Tajikistan was drafted in 2011. The next steps shall be based on comments from ILO Moscow office.</p> <p>All constituents in all visited countries assessed the general output of the DW project support very positive. E.g. the TU and LI mentioned that the co-operation in the relevant tri-partite committees is very good. The DW project implemented a number of sub-regional activities in order to increase the capacities of the constituents in maternity protection and reconciling work and family. Especially to mention here the sub-regional seminar on Improving Maternity Protection Systems for a better Balanced Work and Family Responsibilities in Central Asia conducted together with UNDP in December 2011 in Dushanbe/Tajikistan.</p>

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
<p>Outcome 3.2.</p> <p>Improving occupational accidents & diseases' insurance (OADI) systems</p>	<p>(a) National OADI scheme analysed from a legislative (in conformity with ILO Conventions №102 and 121) and a financial points of view (financial sustainability of schemes), in order to develop policy recommendations to modernise national OADI systems</p> <p>(b) Capacity of Government officials and social partners for revising OADI schemes improved, in order to support sustainability of schemes by developing national human capital</p> <p>(c) In collaboration with research and OSH institutes in Finland, occupational accident registration system, as well as OADI statistics, reviewed to make them more suitable for establishment of modernised OADI system</p> <p>(d) General understanding of OADI schemes and general awareness of partners, particularly EO, raised</p>	<p>KAZ151 - Subsistence minimum definition and social security systems improved, including pension system</p> <p>ARM104 - Social Protection Floor initiative (SPF-I) integrated into national social protection strategy/ programme</p>	<p>At least 2 countries taking measures to improve OADI systems</p>	<p>Kazakhstan see above 3.1.1</p> <p>Armenia: SPF see above 3.1.2</p> <p>As an output of a DW project supported study tour to Bulgaria the Government is in the process of drafting a Concept Note on OADI. There is an unclear situation on the responsibility on OADI inside the Armenian Government. The National Bank Of Armenia is also involved and produced another concept on OADI. This is not supported by the responsible tri-partite committee. Due to the upcoming election of the President in spring 2013 the process is somehow stuck at the moment. In this context the DW project supported the constituents with expertise and comments.</p>
<p>Outcome 3.3.</p> <p>Mainstreaming Work and Family balance and gender equality</p>	<p>(a) National maternity insurance scheme analysed from a legislative (in conformity with ILO Conventions № 102 and 183) and a financial points of view (financial sustainability of schemes), in order to develop policy recommendations and facilitate the ratification of C183</p> <p>(b) Capacity of Government officials and social partners for revising maternity insurance schemes improved, in order to support sustainability of</p>	<p>ARM103 - Tripartite constituents increasing capacity in integrating gender equality in their work, including maternity protection and reconciliation of work and family.</p> <p>KAZ151 - Subsistence minimum definition and social security systems improved, including pension system</p> <p>TJK151 – Capacity of social partners to develop social security policies increased</p>	<p>C183 ratified in at least 1 country; other countries taking steps to facilitate ratification of C183; overall awareness-raising on maternity protection among constituents</p>	<p>Armenia: A study on the Maternity Protection situation in Armenia was drafted in 2011 but process of commenting and finalizing (by ILO) is not finished up to yet.</p> <p>Kazakhstan: SM see above 3.2</p> <p>The DW project supported the national legislative study to C183 and the development and presentation of a study on the present situation of maternity protection and work and family balance in KAZ. This study and other activities like technical consultations, seminars, workshops and especially a training week in Turin in 2012 promoted the pre-ratification process on the ILO Convention No. 183 (Maternity Protection Convention) which was ratified in June 2012. Because additional actions offered by the DW project are implemented (e.g. trainings like “Gender issues in Social Security” or the dissemination of brochures on the social insurance situation in KAZ) it is</p>

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Targets 2013	State of the affairs (09/12)
	<p>schemes by developing national human capital</p> <p>(c) Awareness on Work and Family balance raised</p>	..		<p>expected that Convention No. 156 (Workers with Family Responsibilities Convention) will be ratified too. Due to a lot of trainings on sub-regional, national and regional (field) levels (national training done in Georgia (6), Kazakhstan (2), Kyrgyzstan (4), Tajikistan (4), Azerbaijan (2), and Armenia (2) the process of Capacity Development on Gender aspects is initiated.</p> <p>Note: Although SMO 153 was unfortunately not included into the original TOR, it came up as an important element of the results achieved under Outcome 3.3.</p> <p>Tajikistan: see 3.1.3 above</p>

6.3 Appendix 3. Terms of Reference

TERMS OF REFERENCE

MID-TERM INTERNAL REVIEW OF THE PROJECT

Project Title:	“From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia” / RER0905MFIN
Sub-region:	Eastern Europe and Central Asia
Lead Office:	ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (ILO Moscow Office)
Duration:	February 2010 – 31 December 2013
Target countries:	Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Donor:	Ministry for Foreign Affairs of Finland
Budget:	4,000,000 Euro

National Counterparts: Ministries of Labour, Employers’ Organizations and Trade Unions in the DW Project countries (tripartite constituents).

I. INTRODUCTION AND RATIONALE FOR MID-TERM EVALUATION

The Mid-term Internal Review of the project “*From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia*” (DW Project) is undertaken in accordance with the ILO Evaluation Policy, adopted by the ILO Governing Body in November 2005, which provides for systematic evaluation of programmes and projects, in order to improve quality, accountability, transparency of the ILO’s work, strengthening of the decision-making process and support to constituents in promoting Decent Work (DW) and social justice.

The decision to conduct an Evaluation in the middle of the DW Project implementation was taken in view of a number of external and internal factors, including the change in project leadership in early 2012, the need for reassessment as a result of the Project’s full integration into the Decent Work Country Programmes (DWCPs) and the ILO Moscow Office’s regular activities, the further adaptation of strategy for the Project to stay in line with changing realities in the countries of co-operation, and, finally, the need to possibly re-define future priorities and emerging issues in view of a potential second Project phase after 2013.

II. BRIEF BACKGROUND ON PROJECT AND CONTEXT

The DW Project has three main subject areas (Pillar 1: “Employment”, Pillar 2: “Occupational Safety and Health” and Pillar 3: “Social Security”), in which the ILO provides support to its tripartite constituents in the Project countries for the implementation of their DW Agenda (with or without formal DWCPs).

The DW Project is a first project of its kind in the sub-region, which explicitly aims at subsequently integrating the Project into the DWCPs and the ILO’s regular activities, leading to a better impact, sustained through an effective social dialogue (and the result of effective knowledge management through a large expert network, and the use of national and

international best practices). Even on a global scale, the drive for such an integrated approach is unique, and therefore represents a major challenge.

For attaining a larger impact, the DW Project builds on achievements, as a result of past and on-going ILO activities, and contributes to the development of an important number of partnerships in the Project countries, all with the aim to better promote the Decent Work Agenda.

The development objective of the DW Project:

The development objective of the DW Project is to support employment security and to promote sustainable social development, through the implementation of Decent Work Country Programmes and the Decent Work Agenda, taking into account the mandate of the ILO and the priorities set by the constituents in each of the project countries.

The immediate objectives the DW Project (as adjusted during the Inception Period):

- (I) Employment opportunities will be increased
- (II) Working conditions will be improved
- (III) The minimum level of social security will be increased

After the inception phase in 2010, the Project streamlined its approach and adjusted its plans to be in line with the new bi-annual ILO Programme and Budget cycle. Project activities were integrated into the existing DWCPs and into DWCPs in the process of being developed:

- Armenia 2007-2011, and 2012-2014 (draft)
- Azerbaijan 2006-2009, and the new draft DWCP (finalized, to be signed in 2012)
- Kazakhstan 2010-2012
- Kyrgyzstan 2006-2009, and the new draft DWCP (to be adjusted and signed)
- Tajikistan 2011-2013

In Project countries lacking a DWCP, Georgia and Uzbekistan, Project activities were carried out in accordance with the constituents' priorities, as a result of social dialogue conducted, based on the DW Agenda. In Turkmenistan, no activities were so far carried out, but presently there is a request from the country's Ministry of Labour on ILO's support for parts of the DW Agenda.

Altogether, the DW Project contributes to the achievement of some 30 Country Programme Outcomes (CPOs)³².

The list of the main DW Project inputs/outputs to date can be found in the technical Project Progress Report for 2011, Appendix 2.

III. PURPOSE, SCOPE AND CLIENTS OF THE MID-TERM EVALUATION

(a) The purpose of the mid-term evaluation is programme adaptation and improvement.

The objectives of the mid-term evaluation are two-fold:

³² A Country Programme Outcome or CPO is the ILO's method of programming and resource allocation, in accordance with the overall organizational Strategic Policy Framework. Each CPO is attached to one of the 19 Strategic Outcomes of the ILO. A CPO can be compared to a mini-project with defined objectives, targets, indicators, funds etc.

The **primary** objective is to examine and comment upon the Project's progress in moving towards the achievement of the above-stated three immediate objectives.

The **secondary** objective is to draw up recommendations on how to optimally adjust the Project implementation for the Project period remainder, in order to facilitate a smooth transition from the current Project first phase to the planned Project second phase (after 2013), based on the suppositious differing objectives of the two project phases, but still in line with the above-stated three immediate objectives of the current phase.

The assumed new objectives can be found in the draft application for the Project second phase, Appendix 2.

(b) Scope: The mid-term evaluation covers the period from February 2010 through summer 2012 in all of the Project countries. Primary focus should be directed at CPOs for Armenia, Kazakhstan and Tajikistan (and regional CPOs, called "SMO", as far as they concern these 3 countries). Secondary focus should be directed at CPOs for the remaining countries.

(c) Clients: The mid-term evaluation will serve the following - external and internal – clients' groups:

- The ILO Moscow Office (into which the DW Project is fully integrated)
- The ILO Headquarters management and backstopping units
- The tripartite constituents in the Project countries
- The Donor

IV. MID-TERM EVALUATION QUESTIONS

The Evaluation will address the following aspects of the Project:

(1) Relevance (response to the country priority needs) and strategic fit:

- Is the Project relevant to the countries' priorities, national policy frameworks and the ILO Agenda, within the Decent Work area?
- Is there a fit between the present Project set-up and the direct beneficiaries' needs?
- How well has the Project adapted to the needs of the countries during implementation?
- Are there any further adaptations needed?

(2) Progress made towards achieving the planned objectives

Based on the DWCPs, the issues to be evaluated are indicated below - country by country, by each of the technical content-specific areas, in accordance with their CPO № and abbreviated name. This is also the case with non-DWCP countries.

1. Employment

Project Outcome 1.1.: "Employment promotion"

- **KAZ153** - Policies and measures elaborated to facilitate transition from informal to formal employment

Project Outcome 1.2.: "Skills' development for increased employability"

- **ARM152** - Enhanced DW opportunities and increased employability of marginalized groups
- **TJK 128** - Increased capacity of PES
- **SMO128** - Increased DW opportunities and employability of vulnerable groups
- **AZE106** - Youth employment prioritized by constituents in national development programmes

- **GEO127** - Improved capacities of PES

2. Occupational safety and health

Project Outcome 2.1.: “National OSH systems developed and implemented”

- **ARM101** - National OSH system, including Labour Inspections (LI) and Occupational Accidence and Diseases Insurance (OADI), developed on a tripartite basis, in accordance with ILO standards
- **KAZ103** - Adoption of national OSH policies/programmes, through introduction of related legislation and norms
- **AZE154** - OSH system, including LI, modernized and improved

Project Outcomes 2.2.-2.3.: “Management systems and tools to improve working conditions”

- **KAZ155** - Introduction of OSH MS at large enterprises and selected high-risk sectors, to ensure safe working conditions
- **TJK 155** - The working conditions in selected economic sectors improved through social dialogue
- **SMO152** - Implementation of a systematic approach to OSH and the introduction of OSH MS at an enterprise level
- **GEO151** - The OSH systems are further improved, including LIs
- **KGZ 151** - The working conditions in selected economic sectors improved through social dialogue
- **KGZ152** - The OSH systems are further improved, including LI
- **UZB127** - National and enterprise level OSH systems (ILO-OSH 2001) are introduced, based on social dialogue and the workers’ representatives’ institution, including a preventive occupational accident insurance system

3. Social security

Project Outcome 3.1.: “Increasing the access of basic social security benefits”

- **ARM104** - Social Protection Floor-Initiative (SPF-I) integrated into national social protection strategy/programme
- **KAZ151** - Subsistence minimum definition and social security systems improved, including pension system
- **TJK151** - Capacities of social partners to develop social security policies increased

Project Outcome 3.2.: “Improving occupational accidents & diseases insurance systems”

- **ARM104** - Social Protection Floor-Initiative (SPF-I) integrated into national social protection strategy/programme
- **KAZ151** - Subsistence minimum definition and social security systems improved, including pension system
- **GEO152** - Improvement of social security system achieved to expand the social security coverage

Project Outcome 3.3.: “Mainstreaming Work and Family balance and gender equality”

- **ARM103** - Tripartite constituents increase their capacities in integrating gender equality in their work, including maternity protection and reconciliation of work and family
- **KAZ151** - Subsistence minimum definition and social security systems improved, including pension system
- **TJK151** - Capacities of social partners to develop social security policies increased

(3) Efficiency (extent of optimal use of resources)

- To what extent does the Project strive to cost-share/pool resources with regular budget funding and with other sources of funding?

- To what extent is the Project able to use resources (Moscow and Geneva specialists), without cost to the Project?
- How well has the Project adapted to external factors during implementation?
- Has the Project made use of east-east collaboration potential? What is the potential of further East-East co-operation within the framework of the Project?
- How well is the Project integrated into the DWCPs?
- How well is the Project integrated into the regular work of the ILO (Moscow Office), and to what extent does the Project benefit from this?
- To what extent does the Project have a wider collaboration at the sub-regional and country level?
- To what extent is the project co-ordinated with other international agencies/donors?

(4) Paris Declaration for Aid Effectiveness in respect of partnership development for efficiency and outreach

- How well does the Project ensure national ownership?
- How well is the Project aligning itself with countries' constituents' development priorities, the development of their institutions and procedures?
- How well is the Project striving to harmonize/co-ordinate with other sources of funding?
- How well is the Project Managing for Results?

(5) Value-added of the Project

- What is the value-added of the Project, in regard to the implementation of DWCPs?
- What is the value-added of the Project, in regard to the ILO Moscow Office's ordinary activities?

(6) Implementation constraints

- What are the prerequisites for social dialogue and capacity of the constituents in the target countries?
- How strong/weak is the knowledge-base of the constituents?
- How strong/weak is the commitment to the DW Agenda of the constituents?
- What are the risks that affect project implementation?

(7) Sustainability factors

- How strong/weak is the interest of the tripartite constituents in obtaining ILO Project support?
- Are the constituents satisfied with the quality of research, tools, technical advice, training and other activities, delivered by the Project? Is it possible to assess the likelihood of long-term resulting changes in constituents' capacities?
- What level of policy support has been provided, and what has been the responsiveness of the recipients?
- How strong/weak are the Project countries in developing knowledge-sharing?
- To what extent does the common meeting-point (common heritage of the target countries with the same starting point 20 years ago) affect Project implementation?
- How strong/weak is the national ownership of processes?

(8) Recommendations and next steps:

- Are there any suggestions, recommendations for the remaining duration of the Project, with respect to the planned second Project phase?
- Is there a need to adjust focus/activities, in order to ensure a smooth transition from the first to the second Project phase?

- With primary focus on Tajikistan and Kyrgyzstan, and secondary focus on the remaining countries in the region in the second project phase, would it be reasonable to make an enhanced focus on these two countries in 2013?

Note: OECD/DAC Criteria for Evaluating Development Assistance will be used to interpret the answers to the evaluation questions.

V. METHODOLOGY

Document Review: The evaluator will review project background materials, before commencing the Field Research:

- Decent Work Country Programmes (DWCP)
- Other documentation in regard to non-DWCP countries
- Matrix of Country Programme Outcomes (CPOs)
- National Policy documents
- Decent Work Country Profile (Azerbaijan, and possibly Armenia)
- Final review of DWCP/Armenia report, 2012
- DW Project basic documentation (Agreement, a.o. documents)
- Project Progress Reports for 2010 and 2011
- Work plans for 2012
- Surveys, studies, analytical papers produced
- Reports on specific activities
- Training tools and service packages used and/or produced
- Publications and promotion materials
- Mission reports
- Finland's new Development Policy Action Plan (for English translation of relevant parts, see Project Progress Report for 2011, p. 6)
- Draft Concept Note for a Technical Cooperation project 2014-2017

Pre-mission Briefing: The Evaluator will have a pre-mission briefing with the ILO Moscow Office Evaluation Manager and the CTA. The objective of the Briefing is to reach a common understanding, regarding the status of the Project, key evaluation questions and priorities, available data sources and data collection instruments, and an outline of the Evaluation Report. The Briefing will also include the following topics: status of logistical arrangements, schedule of meetings, Project background and materials, role and responsibility of the Evaluator.

Field Research

The evaluator will visit:

(1) Moscow for **Briefing** purposes (2 full working days) – Evaluation Manager, project CTA, specialists. The aim of the Briefing is to clarify on objectives, up-coming meetings, the Evaluation Report, the project situation in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.

(2) Three Project countries **for field research**, with each country representing a different Project aspect (on the basis of which it should be possible to draw general conclusions on the Project):

- a) Armenia, as a representative of a lower-income country (and as a country in Southern Caucasus) (2 full working days).
- b) Kazakhstan, as a representative of an upper middle-income country (and as a country in Central Asia) (2 full working days).

- c) Tajikistan, as a representative of an LDC country (and as a country in Central Asia) (2 full working days).

The Evaluator will meet with the ILO National Co-ordinator and the Project Assistant, with the tripartite constituents, and make at least one site visit (in and/or outside the capital) in each of the 3 countries.

Meetings will be scheduled by the ILO, preceding the field visits, in agreement with the Evaluator and in consistence with the present Terms of Reference.

Initial Draft Evaluation Report

On the basis of the Document Review, the Pre-mission Briefing and the Field Research, the Evaluator should cover all the (7 or 8) project countries (no additional interviews in project countries assessed to be necessary).

Post-Trip Debriefing

Upon completion of the Evaluation Report, the Evaluator will provide a debriefing to the ILO Moscow Office on the Evaluation findings, conclusions and recommendations (via video conference).

Finalization of Evaluation Report

After having received verbal and written comments, the Evaluator will adjust the Draft Evaluation Report, before submitting it to the ILO Moscow Office.

VI. MAIN OUTPUTS (DELIVERABLES)

- A. Draft Evaluation Report in English (in an electronic format);
- B. Final Evaluation Report in English (in an electronic format);
- C. Translation of the Final Evaluation Report into Russian (translation to be undertaken and paid for by the DW Project).

REPORT FORMAT

The Evaluation Report will be in accordance with the below indicated format, and will comprise no more than 30-50 pages in length, excluding the appendixes:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary³³
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Status of outcomes
9. Overall findings, conclusions and recommendations
10. Appendixes (list of interviews, meetings' notes, relevant country information, policies, regulations or any other documents demonstrating the impact of the Project)

³³ In accordance with EVAL guidelines **the Executive Summary should include:** a brief description of the subject being evaluated; the context, present situation, and description of the subject vis-à-vis other related matters; the purpose of the evaluation; the objectives of the evaluation; the intended audience of the report; a short description of methodology, including rationale for choice of methodology, data sources used, data collection and analysis methods used, and major limitations; the most important findings and conclusions; main recommendations.

VII. MANAGEMENT ARRANGEMENTS

EVALUATOR

The Evaluation will be carried out by an external consultant.

Interpretation for the Evaluator will be organized by the Project in Armenia, Kazakhstan and Tajikistan, as necessary.

REQUIREMENTS

The Evaluator will have experience in the evaluation of development or social interventions; have expertise in the subject matters and on the DW approach; have an understanding of the ILO's tripartite culture and knowledge of the sub-region. He/she will be guided by high professional standards and principles of integrity, in accordance with the guiding principles of the International Evaluation Professionals' Associations. He/she will abide to the UN Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN System <http://www.unevaluation.org/uneqcodeofconduct>. The Evaluator should have an advanced degree in international development or social sciences. Full command of English will be required. Working knowledge of Russian and/or other national languages will be an asset.

The final selection of the Evaluator will be done by the Director of the ILO Moscow Office, based on a short-list of candidates from the Evaluation Manager, prepared in consultations with the ILO technical specialists, i.e. from the Project Executive Team.

The final selection is subject to approval by the Regional Evaluation Focal Point, ILO/EUROPE.

ROLES AND RESPONSIBILITIES

The Evaluator is responsible for conducting the Evaluation, in accordance with the Evaluation Terms of Reference (ToR). He/she will:

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary;
- Review Project background materials (e.g., project documentation, progress reports);
- Conduct preparatory consultations with the ILO, prior to the Field Research mission;
- Develop and implement an assessment methodology (i.e. prepare an interview guide, including a detailed list of Evaluation questions, conduct interviews, review documents), and compile the answers given to the assessment questions;
- Prepare an Draft of the Evaluation Report;
- Conduct a debriefing on findings, conclusions and recommendation of the assessment to the ILO Moscow Office;
- Finalize the Evaluation Report, with due consideration to received feed-back and comments on the initial Draft Evaluation Report.

The ILO Moscow Evaluation Manager is responsible for:

- Drafting the ToR, in close co-operation with the project CTA and the ILO Moscow Office specialists;
- Preparing a short-list of candidates for submission to the ILO Moscow Office Director for final selection;
- Entering into contract with the consultant;
- Providing the consultant with Project background materials (assisted by the DW Project CTA and the ILO Moscow Office specialists);

- Participating in preparatory consultations (pre-briefing), prior to the Field Research mission;
- Assisting in the implementation of the Field Research methodology, as appropriate (i.e., participate in meetings, review documents, including the interview guide with the proposed assessment questions);
- Reviewing the initial Draft Evaluation Report, circulating it within the ILO Moscow Office for comments, and providing for consolidated feed-back to the Evaluator;
- Reviewing the final Draft of the Evaluation Report;
- Disseminating relevant parts the final Evaluation Report to stakeholders;
- Co-coordinating follow-up, as necessary.

The DW Project CTA is responsible for:

- Reviewing the draft ToR and providing input, as necessary;
- Providing Project background materials, including studies, analytical papers, reports, tools, publications produced;
- Participating in preparatory pre-briefing, prior to the Field Research mission;
- Scheduling all meetings and interviews for the Field Research mission;
- Ensuring the necessary logistical arrangements for the Field Research mission (travel and hotel reservations, visa invitations, etc.);
- Reviewing and providing comments on the initial Draft Evaluation Report;
- Participating in de-briefing on findings, conclusions, and recommendations;
- Ensuring the taking of appropriate follow-up actions.

TIME FRAME

The planned overall duration of the Evaluation is estimated at 4-5 weeks, starting at the beginning of September 2012. The Evaluation is tentatively planned, as follows:

WORK DAYS

(1) Preparatory research in home country	5
(2) Field research:	13
<i>Week day</i> <i>Action</i>	
Sunday	Travel to Moscow (and preparation of meetings)
Monday-Tuesday	Meetings with Evaluation Manager, CTA, specialists
Wednesday	Travel to Yerevan (and preparation of meetings)
Thursday-Friday	Meetings in Armenia
Saturday	Travel to Astana (and preparation of meetings)
Monday-Tuesday	Meetings in Kazakhstan
Wednesday	Travel to Dushanbe (and preparation of meetings)
Thursday-Friday	Meetings in Tajikistan
Saturday	Travel to home country (and preliminary summarizing of findings)
(3) Initial Draft Evaluation Report	8
(4) Finalization of Evaluation Report	3
Work days in total	29

6. 3 Appendix 4: Program (including list of persons interviewed)

Mid-term Independent Evaluation Programme (as of 24.09.2012)

Mr. Wolfgang Schwegler-Rohmeis, External Evaluator

19 September 2012, Wednesday

20.25 **Departure from Frankfurt to Moscow**

Day 1: 20 September, Thursday

- 11.00-13.00 Meeting with Mr. Rolf BUCHEL, Project Chief Technical Advisor, ILO Moscow

- 14.00 Meeting with Ms. Mariko OUCHI, Senior Social Security Specialist (office 24, 4th floor)

- 15.30 Meeting with Ms. Elena KUDRIAVTSEVA, Subregional Focal Point on HIV/AIDS and the World of Work (office 24, 4th floor)

- 16.00 Meeting with Ms. Irina MELEKH, Programme Officer

Day 2: September 21, Friday

- 11.00 Meeting with Ms. Olga KOULAEVA, Senior Employment Specialist (office 24, 4th floor)

- 13.00-14.00 Lunch (courtesy of Ms. Olga Koulaeva)

- 14.00 Meeting with Ms. Oxana GERASIMOVA, Subregional OSH Officer (office 24, 4th floor)

- 15.00 Meeting with Mr. Rolf BUCHEL, CTA (office 24, 4th floor)

Day 3: September 22, Saturday

- 08.10 *Transfer to airport Sheremetievo, terminal D*

- 11.10 *Departure to Yerevan/Armenia SU1860*

- 14.00 Arrival to Yerevan

Day 4: September 23, Sunday

Free time

Day 5: September 24, Monday

- 10.00 Meeting with ILO staff (UN House / Armenia; 14, P. Adamyan Street, Yerevan)
(Ms. Anna GRIGORIAN will meet you at hotel lobby at 9.30)

- 12.00 Meeting with Ms. Sona HARUTYUNYAN, Head of State Employment Service Agency

- 15.00** Meeting with Mr. Arayik PETROSYAN, First Deputy Minister, Ms. Anahit MARTIROSYAN, Head of International Co-operation Division of Ministry of Labour and Social Issues (MLSI)
- 16.30** Visit to Internet Club in Yerevan where adaptation for Ms. Anush FARMANYAN has been done by Shengavit Local Employment Service; Mrs. Narine MATINYAN, Head of Local Employment Service, will join
- 17.30** Meeting with Mr. Razmik MARTIROSYAN and Garnik NALBANDYAN (facilitator of gender training)

Day 6: September 25, Tuesday

- 10.00** Meeting with Mr. Hasmik JHANGIRYAN, President of Agro-TU
- 11.00** Meeting with Mr. Boris KHARATYAN, Deputy Chairman, Confederation of Trade Union
- 12.00** Meeting with Mr. Gagik MAKARYAN, President of Republican Union of employers of Armenia (RUEA)
- 13.00** Lunch
- 15.00** Visit to OSH pilot enterprise, “Elbat” company
- 17.00** Skype or phone interview with Mr. Sergejus GLOVACKAS, Senior Workers’ Specialist, ILO/Moscow (Skype glovackas tel. +7 495 933 0824 office; +7 903 6805947 mob)

Day 7: September 27, Thursday

- 05.05 Arrival to Astana
- 12.00** Meeting with ILO staff – **Ms. Eleonora SALYKBAYEVA** (ILO Project office at Federation of TU building, 38 Abay str. Office 112). Office tel +7 (717) 221 63 17; mobile +7 (701) 351 35 11 Skype: noraelle7
- 13.00** - **Mr. Bolat TATIBEKOV**, professor (on transition from informal to formal; he is also involved in Review of DWCP for Kazakhstan 2010-2012). Venue - ILO Project office.
- 14.00** - **Mr. Bakytzhazhan TAZHIBAY**, Chairman of Astana regional Healthcare TU Committee (facilitator training). Venue - ILO Project office.
- 15.20** - **Ms. Gulnur RAKHIMOVA**, Head of LLP “Center of OSH and Industrial Safety of enterprises”. Venue - ILO Project office.
- 16.20** **Ms. Hanna VUOKKO**, Counsellor, Development Aid Specialist. Venue – Astana Tower, 12 Samal microdistrict.

Day 8: September 28, Friday

- Meetings in the Ministry of Labour and Social Protection of the Population of RK, 8 Orynbor str. House of Ministries.
- 10.00** Briefing with Eleonora SALYKBAYEVA
Mr. Daulet ARGANDYKOV– Director of Employment Department

(Employment issues. Transition from informality to formality).

- 11.00** **Mr. Serikkali BISAKEYEV** - Chairman of the Committee on the Control and Social Protection of the Ministry of Labour and Social Protection, (LI).
(OSH issues. Introduction of OSH MS).
- 12.00** **Mr. Akmadi SARBASOV**, Director of Labour and Social Partnership Department of the Ministry of Labour and Social Protection of population of RK.
(OSH issues. Social partnership issues. Elaboration of OSH national policy and programs).
- 13.00-15.00** **Mr. Najat KADYROV**, Executive Director of the Confederation of Employers of the Republic of Kazakhstan and
Ms. Valentina BREUSSOVA, President of the Union of Manufacturers and Employers of Almaty (facilitator training). Venue –nearby café.
- 15.00** **Ms. Gulnara ZHUMAGELDIYEVA**, Deputy Chairman of the Federation of Trade Unions of the Republic of Kazakhstan. Venue – MoLSP.
- 16.00** **Ms. Natalya KRYUKOVA** – Director of Social Assistance Department
(Subsistence minimum definition and social security systems).
- Final DE-Briefing with **Eleonora SALYKBAYEVA**.

Day 11: October 1, Monday

- 09.00** Meeting with Ms. Gulchehra ZIYAEVA, National Project Coordinator
- 10.00** Mr. Emin SANGINOV, First Deputy Minister, Ministry of Labour (*OSH*)
- 11.00** Mr. Nioz KURBANOV, Head of Labour Market Employment Agency (*Employment*)
- 13.30** Mr. Azizbek SHARIPOV, Chairman, Employers' Organization
- 15.00** Mr. Murodali Salikhovich SALIKHOV, Chairman, Workers' Union
- 16.00** Mr. Akobir KURBANOV, Workers' Union Chief Labour Inspector
- 17.00** Ms. Tahmina MAHMUD, ILO HIV/AIDS Focal Point

Day 12: October 2, Tuesday

- 09.00** Ms. Dilbar TURKHANOVA, Lead trainer on Work & Family balance
- 10.00** Ms. TAGOIEVA, Chairperson, and Sakhobedin, trainer, Tajikistan Committee on Women
- 11.00** Director of Bee-keeping Support Centre of Tavildarinsky Rayon
- 13.30** Mr. Rajibali DAMONOV, Head of Social Security Fund
- 14.30** Mr. Navruz Abdulhamidovich SAMADOV, Chief of Labour Inspection
- 15.00** IOM
- 16.00** GIZ

6.4 Appendix 5. List of publications cited

Checklist No. 4 (2011): Formatting Evaluation Reports, February 2011

DAC (1991): DEVELOPMENT ASSISTANCE COMMITTEE PARIS, 1991 PRINCIPLES FOR EVALUATION OF DEVELOPMENT ASSISTANCE, Paris, 1991

DAC (2006): DAC Evaluation Network, DAC Evaluation Quality Standards (for test phase application), Paris, 2006

ILO (2007): Decent Work Country Programme of the Republic of Armenia, Manuscript

DAC (2010): DAC Guidelines and Reference Series. Quality Standards for Development Evaluation, Paris, 2010

Evaluation Guidance (no year given): Guidance for Capturing and Using Evaluation Lessons Learned, ILO Evaluation, no year given

Formatting Requirements (2010): Formatting Requirements for Evaluation Reports, ILO Evaluation Unit, March 2010

ILO (2012) ILO Policy Guidelines for Result Based Evaluation, Principles, rationale, planning and managing for evaluations, ILO 2012

ILO (2012a): Decent Work Country Profile ARMENIA, Geneva, ILO 2012

ILO (2012b): Decent Work Country Profile AZERBAIJAN, Geneva, ILO 2012

Policy Framework (2005): Evaluation. (d) A new policy and strategic framework for evaluation at bathe ILO, Geneva November, 2005

ToR (2012): TERMS OF REFERENCE: MID-TERM INTERNAL REVIEW OF THE PROJECT "From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia" / RER0905MFIN (see appendix 2)

Webber/ et al (2012): Stephen Webber/Pamela White/ Ibrahim Mammadzadeh/Mika Aaltola: Mid-term evaluation of the WIDER Europe Initiative. September, 2012 (manuscript)

6.5 Appendix 6. Overview on the Inputs of the DW project (Feb. 2010 – September 2012)

(See extra files)