



ILO EVALUATION

- **Evaluation Title:** From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia
- **ILO TC/SYMBOL:** RER0905FIN
- **Type of Evaluation:** Final
- **Country(ies) :** Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Turkmenistan
- **Date of the evaluation:** November – December 2013
- **Name of consultant(s):** Alexey Kuzmin
- **ILO Administrative Office:** DWT/CO Moscow
- **ILO Technical Backstopping Office:** INTEGRATION
- **Date project ends:** February 28, 2014
- **Donor:** Finland (USD 5.2 million)
- **Evaluation Manager:** Irina Sinelina
- **Evaluation Budget:** USD 25,000
- **Key Words:** employment policies; employability of vulnerable groups; working conditions; OSH management systems; social security policies and systems; maternity protection

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.



Independent Final Evaluation

ILO DWT/CO Moscow Project

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

(DW Project)

RER0905FIN

Presented by:
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October - December 2013

Preface

This report was prepared by Alexey Kuzmin, international evaluation consultant based in Moscow, Russia.

The evaluation was carried out under the supervision of Irina Sinelina, Evaluation Officer in the ILO Subregional Office in Moscow, who provided strong support to the evaluator.

Special thanks are due to Yashar Hamzayev, ILO National Coordinator in Azerbaijan; Bolotbek Orov, ILO National Coordinator in Kyrgyzstan; Gocha Alexandria, DW Project Coordinator in Georgia and Dinara Toktobaeva, DW Project Assistant in Kyrgyzstan, for their hospitality, logistic support and for the information that they provided.

Thanks also go to the numerous ILO stakeholders in Azerbaijan, Georgia and Kyrgyzstan who generously shared their thoughts and information related to the Decent Work project and ILO.

Finally, the evaluator wishes to express appreciation to the project CTA, Rolf Buchel, and to the members of ILO's DWT/CO team in Moscow who were interviewed for the evaluation, provided documentation on DWP, commented on the report and supported this evaluation.

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List of Abbreviations

ALMP	Active Labour Market Policies
C	ILO Convention
CA	Central Asia
CIS	Commonwealth of Independent States
CPO	Country Programme Outcome
IO	Immediate Objective
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
DWP	Decent Work Project
DWT/CO	Decent Work Technical Support Team and Country Office
EESE	Enabling Environment for Sustainable Enterprises
EII	Employment Injury Insurance
EIIP	Employment-Intensive Investment Programme
EO	Employers' Organization
FDI	Foreign Direct Investment
HQ	ILO Headquarters
ILC	International Labour Conference
ILS	International Labour Standards
ITC	International Training Centre
LI	Labour Inspection
LM	Labour Market
LFS	Labour Force Surveys
MNE	Multinational Enterprises
MP	Maternity Protection
MST	Modular Skills Training
OADI	Occupational Accidence and Diseases Insurance
OSH	Occupational Safety and Health
OSH-MS	Occupational Safety and Health Management Systems
PES	Public Employment Service
PET	Project Executive Team
PLMM	Passive Labour Market Measures
RA	Risk Assessment
RALI	Regional Alliances of Labour Inspections
RBM	Results'-Based Management
RWF	Reconciliation of Work and Family
SM	Subsistence Minimum
SPF	Strategic Policy Framework
TU	Trade Union
TVET	Technical and Vocational Education and Training
UI	Unemployment Insurance
UNDAF	United Nations Development Assistance Framework
VET	Vocational Education and Training
WED	Women Entrepreneurship Development
WEI	Wider Europe Initiative
WIND	Work Improvement in Neighborhood Development
YE	Youth Employment

Executive Summary

Background and context

This report presents the results of the final evaluation of the ILO Project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia” (2010–2013) funded by the Ministry for Foreign Affairs of Finland.

The *development objective* of the Decent Work Project (DWP) was 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 (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Turkmenistan).

The DWP had three main areas of focus (Pillar 1—*Employment*; Pillar 2—*Occupational Safety and Health*; and Pillar 3—*Social Security*), in which the ILO provided support to its tripartite constituents in the Project countries for the implementation of their Decent Work Agenda, with or without formal Decent Work Country Programmes (DWCPs).

The DWP was the first project of its kind in the sub-region. It explicitly aimed at integrating the Project into DWCPs and ILO’s regular activities to achieve greater impact, which would be sustained by effective social dialogue and knowledge management through a large expert network and the use of sub-regional and international best practices. It is also based on an integrated multiple-pillar technical approach to align the project more efficiently with the DWCPs priorities. The drive for such an integrated approach is unique and therefore represents both a major challenge and an important opportunity.

Purpose, scope and clients of the evaluation

This evaluation was conducted by an international evaluation consultant based in Moscow, Russia, during November and December 2013. The overall purpose of this evaluation was to look at the achievement of project results and outcomes, and to consider how the project concept could be improved, i.e., for future application to this and other regions of the world.

The evaluation covers the project as a whole, 2010 – 2013, in all three pillars. Since the main project results in Armenia, Kazakhstan and Tajikistan have been assessed during the field missions in the framework of the mid-term evaluation (October 2012), the final evaluation will extensively use the findings of the mid-term evaluation, and field research will therefore focus more on Kyrgyzstan, which is envisaged¹ for the second phase of the project currently under preparation, as well as Georgia and Azerbaijan.

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

- ILO tripartite constituents and national project partners
- The Donor
- ILO management and technical specialists (in the ILO /Moscow and cooperating departments at the Headquarters)
- Project staff

¹ Together with Tajikistan

Methodology

The criteria that guided this evaluation exercise were the Project's relevance, effectiveness, efficiency, sustainability and impact.

The methods that were used included a desk review of project documentation and other related literature. In the period from 4 November 2013 to 23 November 2013, three field missions were conducted in Azerbaijan, Georgia and Kyrgyzstan. The evaluator used individual and group interviews to collect data from ILO staff, national constituents, strategic partners.

The evaluation complied with the UN Evaluation Group Norms and Standards for Evaluation, Organization for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) Evaluation Quality Standards, and the International Program Evaluation Network (for Russia and the Commonwealth of Independent States) Guiding Principles for Evaluators.

Main findings and conclusions

The evaluation revealed the following.

All three strategic priority areas of the Project (Employment, OSH and Social Security) were relevant in six out of eight countries. The Project intents were not supported in Turkmenistan and were only partially supported in Uzbekistan in the OSH area. The relevance of the Project for those two countries turned out to be low and it became apparent that the assumptions made in the Project design stage had been unrealistic: the Project was not able to take into account all the complexities and factors that were outside of the Project control. In the six actively participating countries, the *Project was highly relevant* and very flexible. Its design could be called *emergent* since many project activities were undertaken in response to the emerging needs of the constituents, which was very good. All of the project interventions were aligned with their respective Country Programmes (DWCPs) and Country Programme Outcomes (CPOs), since the Project's strategic priorities were harmonized with ILO strategy in the region and the overall Strategic Policy Framework 2010-2015.

The traditional ways of presenting the DWP, however, in terms of using logical frameworks and ILO RBM templates did not work well. They were unable to adequately reflect the Project intentions or represent the complicated and flexible nature of the Project approaches. What has become apparent is that *the approaches used to describe the Project could not accommodate the nature of the actual work being accomplished*.

All interventions were in line with the strategic objectives of the project and contributed to the respective outcomes. They were implemented in a professional manner. *While most interventions were effective in producing their expected results, they were rather fragmented and synergetic effects were rather limited*.

The DWP organizational structure is very minimalistic and the organizational arrangements make perfect sense. The Project workflow system is well-organized. *The use of resources was efficient*.

There were many instances in which the project effects at the individual level will likely be sustainable. These include attitude changes and capacity development of the people who participated in DWP events such as participatory trainings, workshops and study tours. *There were few instances in which DWP interventions lead to potentially sustainable changes at organizational and sectoral levels*. These were capacity building efforts aimed at ILO

constituents (mainly the TUs) and timely OSH interventions in the mining industry in Georgia.

The DWP contributed to a *number of initiatives that could have long-term development results at the national level such as:*

- implementation of a national system for employment of persons with disabilities in Armenia
- development of the new Labour Code in Kyrgyzstan
- ratification of ILO Conventions No. 156 (Workers with family responsibilities) and No. 183 (Maternity protection) in Azerbaijan and Kazakhstan
- development of the new National Employment Policy 2020 in Kazakhstan
- formation of the National Tripartite Social Council on Safety and Health at Work in Azerbaijan
- modernization of the labour market information system in Tajikistan
- development of measures towards employment formalization in Kyrgyzstan

Most of these cases mentioned above involved situations in which DWP implemented timely and relatively small-scale, but strategically important interventions that contributed to long-term development effects.

Recommendations

The main recommendations are as follows:

1. It is recommended to develop and implement future projects based on an adaptable approach. *The emergent design and adaptability of DWP activities* allowed the Project to meet the needs of the countries and constituents in a most effective and timely manner. These were DWP strengths and ILO DWT/CO should be consistent and explicit in developing and implementing such approaches.
2. The ILO DWT/CO should look for *more relevant formats to present complicated initiatives* like the DWP. Managing and presenting complex initiatives using simplistic linear approaches is like forcing “a square peg into a round hole.” *Systems thinking* models and *social innovation* techniques may prove to be particularly helpful by providing tools better suited to ILO’s more complex aims and interventions.
3. *When interventions are emergent and fragmented*, it is very important to *treat them as stand-alone projects with an explicit internal theory or logic*. If each intervention is based on its own theory, it will be easier for the ILO to see the potential synergies and to assess the overall effects of initiatives like DWP.
4. While using *logframes*, ILO DWT/CO and the projects should *pay special attention to the quality of the indicators used*. Currently, in many cases indicators look more like expected results, which can hardly be used to monitor project progress. Under these circumstances, one is forced to develop additional indicators to measure the existing indicators.
5. The ILO might *use the experience of consulting companies* in planning, organizing and assessing its own work, particularly the performance of its staff and contractors. The operating mode of the ILO DWT/CO is somewhat similar to the functioning of an international consulting unit. While fully acknowledging the unique setup and

nonprofit nature of the ILO's work, this analogy could be very fruitful, so ILO might discover some areas of competence that it wishes to develop further.

6. In evaluating the results of its work, the ILO should *make a distinction between countries' progress in the Decent Work area and the actual results of its interventions*. ILO interventions include such activities as providing expert advice, training and capacity building with its constituents and partners. When implemented effectively, this *assistance* can contribute to countries' progress in the Decent Work area, for instance, by raising constituents' awareness in DW-related fields, increasing their knowledge, improving their skills and changing their attitudes. These results can be attributed to ILO activities. By contrast, results such as the development of a new *labour code* or a *national employment strategy* are produced by ILO constituents and other interested parties—with the *assistance* of the ILO described above. Hence, such results need to be described as *countries' progress in the Decent Work area, not the result of ILO interventions*. Judgements on the actual ILO contributions to the countries' progress should be made after thorough evidence-based analysis.

Lessons learned

1. The DWP was designed and implemented in a way that allowed it to respond to emerging needs in Project countries and contribute to achieving CPOs. The emergent design and adaptability of activities allowed to meet the needs of the countries and constituents in a most effective and timely manner.
2. Logical frameworks are relevant to present relatively simple initiatives and are not relevant for presenting complex initiatives. The traditional ways of presenting the DWP, such as logical frameworks and the RBM templates, did not work well. They were unable to adequately reflect the Project's intentions or represent the complicated and flexible nature of the Project's approaches.
3. The experience of consulting companies might be useful for the ILO in planning, organizing and assessing its own work.

1. Introduction

1.1. Brief Background on the Decent Work Project

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 Decent Work Agenda (with or without formal Decent Work Country Programmes/DWCPs).

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) are as follows:

- (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 2012-2015 (draft)
- Azerbaijan 2006-2009 and 2011-2015 (draft finalized, pending approvals)
- Kazakhstan 2010-2012
- Kyrgyzstan 2006-2009 and 2011-2014 (draft)
- Tajikistan 2011-2013

In the Project countries lacking a DWCP (Georgia and Uzbekistan), project activities were carried out in accordance with the constituents’ priorities, determined through consultations and social dialogue, based on the DW Agenda. In Turkmenistan, no activities were carried out for the reasons outside of the control of the project.

As stated in the TOR, the DWP was a first project of its kind in the sub-region, which explicitly aimed at integrating the Project into the DWCPs and the ILO’s regular activities, leading to a better impact, sustained through effective social dialogue and knowledge management through a large expert network and the use of sub-regional and international best practices. It is also based on an integrated multiple-pillar technical approach to align the project more efficiently with the DWCPs priorities. The drive for such an integrated approach is unique and therefore represents both a major challenge and an opportunity.

For attaining a larger impact, the DW Project builds on achievements 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 Project is seeking wider collaboration with other relevant technical projects and parties, since this allows Project activities to have a greater impact and the chance to co-finance activities, thus leveraging the Project resources. For example, in 2011-2012, there were a number of co-ordinated/co-financed activities in collaboration with the EU Twinning project

and the WB in Azerbaijan (employment, OSH), UNDP/Bratislava in Central Asia (maternity protection, and work and family balance), the Ministry of Labour and Social Policy in Bulgaria and KOSHA of South Korea in Kyrgyzstan and Tajikistan (OSH).

Altogether, the DW Project contributed to the achievement of over thirty Country Programme Outcomes (CPOs)² and enhanced progress towards the respective DWCPs priorities on employment, social security and occupational safety and health.

1.2. Purpose of the evaluation

The final independent evaluation of the DW Project was undertaken in accordance with the project workplan and in line with the ILO Evaluation Policy (November 2005) and ILO policy guidelines for results-based evaluation³ (2012) which provide for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work.

The overall purpose of the Final Independent Evaluation was to look at the achievement of project results and outcomes, and on how the project approach could be improved for the future (i.e. applied to this and other regions of the world).

1.3. Scope and methodology

The evaluation covers the project as a whole, 2010 – 2013, in all three pillars. Since the main project results in Armenia, Kazakhstan and Tajikistan had been assessed during the field missions in the framework of the mid-term evaluation (October – November 2012), this final evaluation extensively used the findings of the mid-term evaluation, and field research therefore focused more on Azerbaijan, Georgia and Kyrgyzstan, which is envisaged⁴ for the second phase of the project currently under preparation.

The evaluation serves the following - external and internal - clients' groups:

- ILO tripartite constituents and national project partners
- The Donor
- ILO management and technical specialists (in the ILO /Moscow and cooperating departments at the Headquarters)
- Project staff

The criteria that guided the evaluation exercise were:

- (1) the *relevance* of the Project to the development challenges and priorities of the countries (tripartite constituents);
- (2) the *effectiveness* of individual interventions and the Project as a whole.

² 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.

³ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

⁴ Together with Tajikistan

- (3) the *efficiency* of the Project measured both in the use of the resources and management arrangements;
- (4) the *sustainability* of Project results, and
- (5) the *impact* of the Project in the terms of contributing to the long-term development objectives.

The issues that the evaluation addressed were:

- 1) The focus and coherence of the Project design;
- 2) The Project interventions and their results by countries;
- 3) Management aspects of the Project and the use of resources;
- 4) Lessons learned.

The methods that were used included a desk review of project documentation and other related literature. From 4 November 2013 to 23 November 2013, three field missions were conducted in Azerbaijan, Georgia and Kyrgyzstan. The evaluator used individual and group interviews to collect data from ILO staff, national constituents, strategic partners. See Annex 2 for the list of persons interviewed and Annex 3 for the list of key documents reviewed.

The evaluation complied with the UN Evaluation Group Norms and Standards for Evaluation, the Organization for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) Evaluation Quality Standards, and the International Program Evaluation Network (for Russia and the Commonwealth of Independent States) Guiding Principles for Evaluators.

1.4. Limitations of the evaluation

The desk review involved reading thousands of pages of project documents, reports, evaluations, mission reports, financial statements and other documentation. However the evaluation schedule allowed only one week for that work before the field trips. Thus, not all the documents were studied in a timely manner (before the field trip). It resulted in additional work after the field trip was over, that required some additional time and caused a slight delay with presenting the draft of this report.

The analysis of documentation was followed by interviews, however, there was limited time available to conduct field research. The field mission lasted only 3 days in Azerbaijan and in Georgia and 4 days in Kyrgyzstan. More thorough exploration of the Project effects would have required considerably more time from the evaluator or could have been done with the involvement of local evaluators.

The evaluator had limited access to information on the three countries that were actively involved in the project but were not visited in the course of the final evaluation (Armenia, Kazakhstan and Tajikistan). The outcomes of the mid-term evaluation and the Project documents were indeed helpful in informing the final evaluation.

1.5. Report layout

Following the introduction, Chapter 2 assesses the Decent Work Project nature, design and the way it was presented in the Project documents with a special emphasis on the Project logic and evaluability. Chapter 3 reviews activities implemented by the Project in all the countries and the key results achieved. For the three countries visited by the evaluator a more thorough analysis is provided. Chapter 4 focuses on the management aspects and the use of funds.

Chapter 5 contains the main conclusions and Chapter 6 presents the main recommendations and lessons learned.

2. DW Project design

The four-year project (2010–2013) “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia” (hereafter called Decent Work Project, Project, or DWP) is being implemented by the International Labour Organization (ILO) and financed (EUR 4 million) by the Ministry for Foreign Affairs of Finland. The Project is operating in eight countries of Eastern Europe and Central Asia: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

The Project approach is based on the tripartite principle with representatives from governments, employers and workers as main implementing partners and beneficiaries, in accordance with core ILO values.

The three technical components (“Pillars”) of the Project are:

1. Employment
2. Occupational safety and health (OSH), and
3. Social security

It should be noted that the three technical components of the project were implemented as planned in five countries: Azerbaijan, Armenia, Kazakhstan, Kyrgyzstan and Tajikistan. It was not possible to implement the Project in Turkmenistan for the reasons that were beyond the Project control. In Uzbekistan the Project was limited to only one technical component - occupational safety and health, - for reasons of compliance with the ILO principles and standards. The Project’s national partners in Georgia included mainly trade unions and employers’ organisations as well as municipal and regional authorities, since the ILO’s DW agenda was not fully appreciated by the government because of its orientation towards ultra-liberal market reforms. Under the circumstances, the ILO could not always follow its principled tripartite approach at the national level and the project scope was accordingly somewhat limited.

2.1. Project Logic Model

The Decent Work Project included five overarching core strategies.⁵

- Employment — The Project intended policy-level interventions that would insert major elements of the DW Agenda into national policies of ILO member states in the sub-region.
- Occupational safety and health — The Project intended to show that occupational safety and health is good business in the sense that OSH is economically both viable and profitable.
- Social security — The Project intended to strengthen and expand social security schemes by promoting the relevant ILO Conventions and Recommendations as well as to encourage the social partners to actively engage into policy discussions on social security by increasing their knowledge base and capacity.
- Social dialogue — The Project intended to maintain tripartite dialogue on employment promotion and sustainable social development in the participating countries.

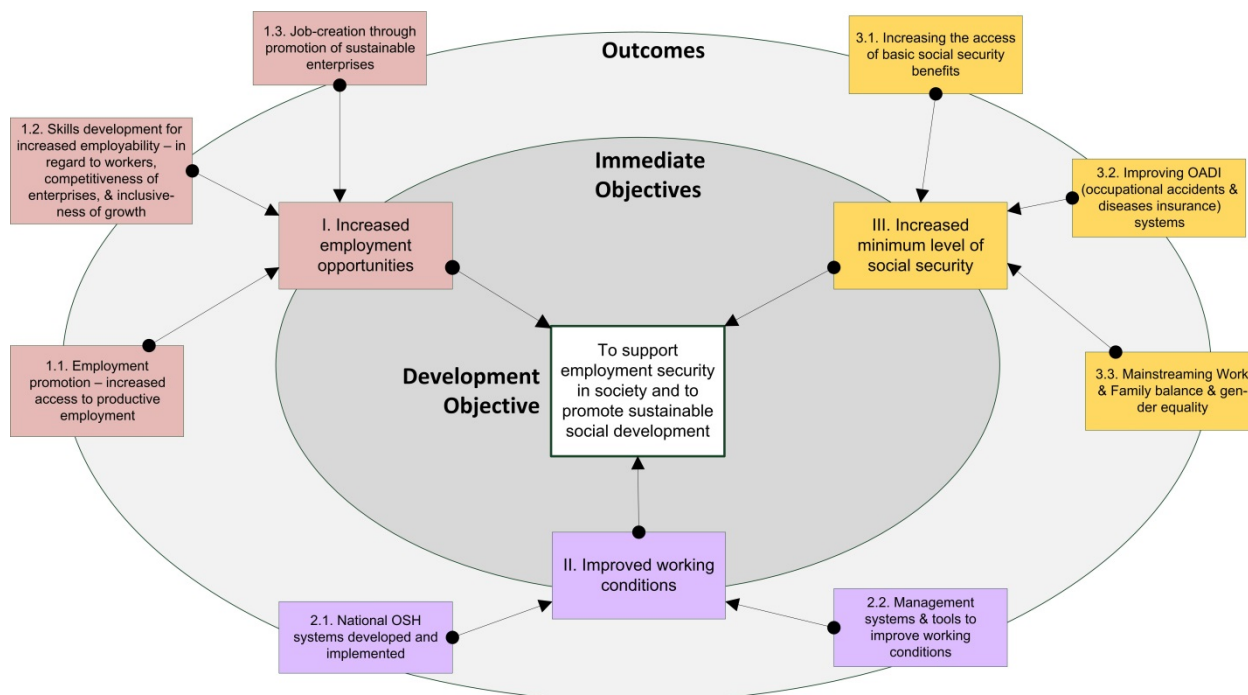
⁵ Buchel, R. (2012). Technical co-operation progress report for 2011. Moscow, Russia: ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia.

- Cross-national exchanges — The Project Plan included strategies for sharing experience and best practices among constituents.

Figure 1 presents the DWP logic,⁶ which includes the *development objective*, three *immediate objectives* and eight *outcomes*.

The DWP development objective was: “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 priorities set by the tripartite constituents in each of the project countries.”⁷ Figure 1 uses a shortened version of the development objective.

Figure 1. DWP Logic Model



One of the ILO’s key reference points is the set of priorities created by the tripartite constituents in each of the project countries. The development objective of the regional DWP becomes a model for similar but distinct development objectives for each of the project countries. The *region* in this context is completely different from a country. There is no such entity as a “regional government” and no such group as “regional tripartite constituents.” The same principle applies to immediate objectives (IO): although IOs could be similar in different countries, they can only be country-specific.

To summarize the key point, the DWP Logic Model reflects the strategic intent of the ILO that guided interventions in each of the project countries, with a set of inter-related expected results of the Project at the national level based on a careful consideration of each country’s particular context.

2.2. Project outcomes and the ILO results-based management approach

Outcomes are at the heart of the ILO results-based management (RBM) approach: “a management approach that directs organizational processes, resources, products and services

⁶ This Figure is based on the revised Project Framework of April, 2011.

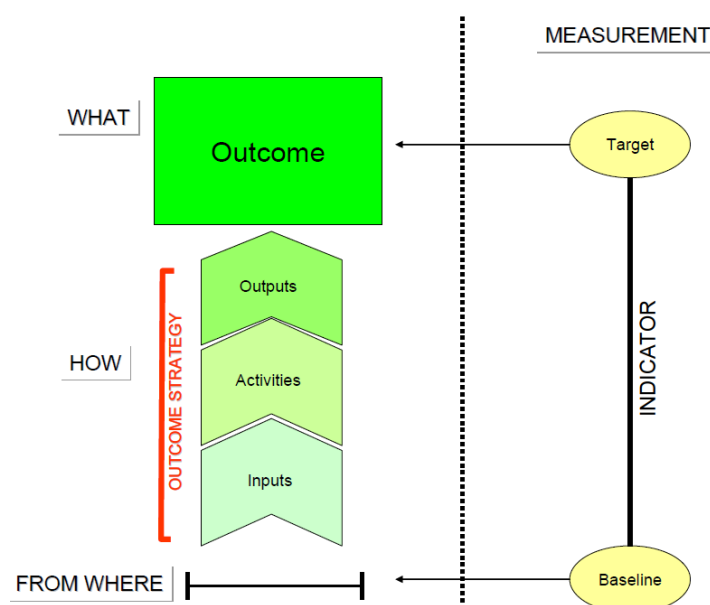
⁷ Formed as a result of the Inception Phase (2010–11)

towards the achievement of measurable outcomes.” ILO defines outcomes as “the expected likely or achieved effects of the combined outputs of a strategy” and as “significant changes (policies, knowledge, skills, behaviours or practices, etc.) that are intended to occur as a result of actions taken by constituents with the Office’s support, whether independently or in collaboration with other partners.”⁸

ILO outcomes name the changes that are expected to occur as a direct result of its interventions. They correspond to real-world results to which the ILO’s contribution is direct and verifiable, for which it can be reasonably held accountable, and against which performance is assessed and reported. Outcomes are best expressed in simple and direct terms that are easy to verify and measure.⁹

Figure 2 illustrates how RBM should work in ILO.

Figure 2. How RBM should work



As Figure 2 indicates, a *strategy* should be developed to achieve each outcome, including inputs, activities, and outputs that lead—through cause and effect, over time—to achieving the outcome. As we indicated in the previous sub-section, these should be country-specific strategies for each outcome. In theory to be consistent in applying the RBM approach to the present Project, implementers would develop 64 strategies¹⁰ with country-specific inputs, activities, outputs, and indicators. All of these strategies should be discussed with the tripartite national constituents in all eight countries. The actual Project document does not include such strategies, there is only a generic “sub-regional” logframe with some references to the Project countries.

⁸ ILO. (2011). *Applying Results-Based Management in the International Labour Organization*. Gudiebook, version 2.: International Labour Organization.

⁹ Ibid.

¹⁰ There are eight outcomes for each of the eight Project countries.

2.3. DWP and Country Program Outcomes

The Project was designed to fit into the existing ILO systems administratively and programmatically.

According to the 2011 Annual Report,¹¹ the Project is fully aligned with the ILO programming system, through the *outcome-based workplans* (OBWs), and more specifically, through the *country programme outcomes* (CPOs). This programming tool also provides for overall monitoring of ILO interventions and technically facilitates the coherent use of different resources, including technical cooperation (TC) projects, to effectively implement the CPOs.

Project activity planning is part of the overall Decent Work Team/Country Office (DWT/CO) Moscow programming exercise and is fully integrated in the Annual Country Work Plans. This planning approach facilitates all ILO interventions at a country level and makes it possible to present a coherent, integrated picture of ILO activities and their various funding sources, including TC. ILO technical measurement of results is done bi-annually in the form of an “Overall Assessment of Decent Work Progress at the Country Level”—country by country and by each CPO. Practically all Project activities are being aligned with the relevant DWCPs priorities and outcomes/CPOs, which may have the status of targets.¹² In 2011, for instance, the Project contributed to the implementation of 12 out of the 44 targeted CPOs established by the DWT/CO Moscow for 2010–2011 biennium.

The most recent Project Logframe¹³ shows how the CPOs correspond with the *project outcomes* and *verifiable indicators*. It goes without saying that there is no —and cannot be— 100% overlap between Project outcomes and CPOs: The logic models of the DWCPs can hardly be expected to be similar to each other (the particular contexts of the countries are too unique) or to the sub-regional DWP logic model (the overall context is too abstract).

The integration of the Project into the on-going ILO sub-regional and country-level activities is an important facet of the Project that should be considered in this evaluation.

2.4. Activities implemented under the Decent Work Project

The DWP includes six types of activities:

1. Technical consultations (distant and on-site)
2. Research and publications
3. Workshops, seminars and trainings
4. Keynote presentations at conferences and round tables
5. Missions with a purpose of conducting negotiations with various stakeholders, participation in important meetings, diplomacy, etc.
6. Financial support for select activities implemented by national stakeholders, such as conferences, seminars and publications, as well as study tours.

Activities 1 to 4 involve ILO professional staff from the Moscow or Geneva offices, as well as international consultants. All of these activities are country-specific and are aimed at

¹¹ Buchel, R. (2012). Technical cooperation progress report for 2011. Moscow, Russia: ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia.

¹² Targets are prioritized CPOs, where the ILO and the constituents are expecting to achieve tangible results, in accordance with established measurement criteria, and to report on them by the end of the current biennium.

¹³ Project Document, pp. 27–29

achieving specific results in the countries where the interventions take place. In many cases, due to the dynamics in the countries, it has been impossible to plan such activities in advance; in order to be most effective, the ILO had needed to adapt and to meet the emerging needs of its constituents on an ad hoc basis.

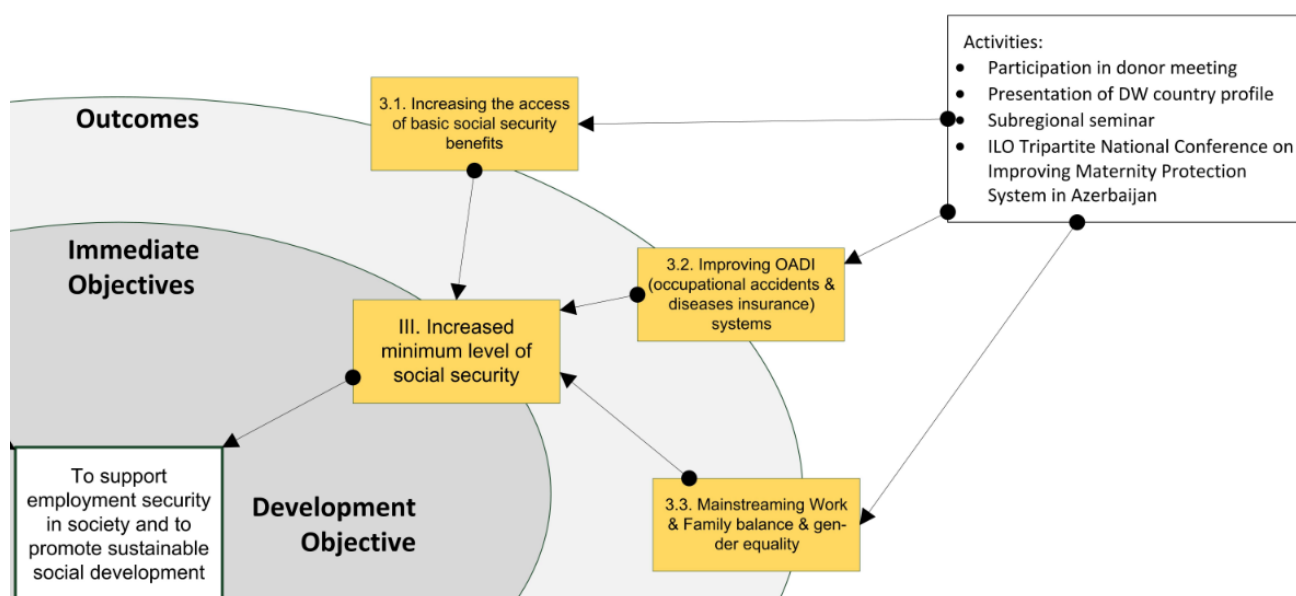
Financial support was provided for interventions that were implemented by the national constituents, in most cases involving activities that were taking place in participating project countries. While activities such as study tours or international conferences may have taken place outside of a project country, their beneficiaries were the constituents from the project countries who returned home to apply the results of their work based on regional or international experiences.

2.5. Gaps in the Project Logic

Figure 3 shows one segment of the Project Logic Model for Azerbaijan. It includes Immediate Objective #3, three related DWP outcomes, and all of the actual interventions in Azerbaijan related to the social security pillar since 2010. (All activities took place during 2012.)

It should be readily apparent, given the large scope of project interventions (whose effectiveness is not being questioned here), that even highly successful activities could not achieve in full any of the three project outcomes. Participation in a donor meeting, presentation of a DW country profile, and conducting a sub-regional seminar could certainly produce certain related outputs that would contribute to the achievement of the three outcomes. But the expected outputs of the interventions are not explicitly described in the project document. This discontinuity between interventions and outcomes creates a gap in the project logic. This gap shows up in all of the project countries in all three key project areas: the scope of project interventions is limited, the project outputs (the actual expected results of the interventions) are not explicitly described, and the project outcomes are unrealistic and the implied impact is far too ambitious.

Figure 3. Logic of the Social Security Project Component in Azerbaijan



2.6. Discussion of the nature and design of the DWP

The Project Management Institute (PMI) uses the most common and generic definition of a project¹⁴. A project is a “*temporary group activity designed to produce a unique product, service or result*. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a *singular goal*.”¹⁵

As shown in subsection 2.1 above, the DWP was not designed to achieve a singular goal. On the contrary, the DWP was designed and expected to achieve numerous results in its three thematic areas in several countries. It had clear overarching strategic priorities in each of the three thematic areas: employment, occupational safety and health, and social security. It was implemented in accordance with the tripartite principle that is one of core ILO values.

While the DWP did have clear strategic intents, it did not have its own country-specific outcomes and the necessary strategies for achieving them. Instead, the Project was described in “getting-to-maybe” language, as used in the field of social innovation¹⁶: “due to the great variety of countries in the region the indicators will be achieved in 2–5 countries during the four-year period, depending on the focus agreed with the three constituents and the situation in the country.”¹⁷

The DWP was designed and implemented in a way that allowed it to respond to emerging needs in Project countries and contribute to achieving CPOs. In fact, it did not act like a stand-alone project: its activities were woven into the fabric of the ILO’s work.

The DWP included four types or categories of interventions¹⁸:

- consulting, research and training services provided for the national constituents
- networking at the sub-regional and international levels (including inter-agency collaboration) and facilitation of cross-national exchange of knowledge
- positioning and promoting the ILO and its DW agenda in the countries of the region
- providing support for the activities implemented by the national constituents

Some of the DWP interventions - consulting, research and training services, networking and facilitation of knowledge exchange - were provided on an ad hoc basis. These interventions could not be described as a single project.

The traditional ways of presenting the DWP, such as logical frameworks and the RBM templates, did not work well. They were unable to adequately reflect the Project’s intentions or represent the complicated and flexible nature of the Project’s approaches. Two considerations come immediately to mind. One, rigorous use of traditional approaches would likely result in an incredible amount of work, such as designing several dozen strategies for all the outcomes at the national level, with no guaranteed effect. Two, a traditional approach exposes obvious flaws in project description and gaps in the project logic. It is important to emphasize that there was nothing wrong with the DWP concept. What has become apparent is

¹⁴ ILO defines a project as “the main instrument used in the planning of extra-budgetary technical cooperation activities. It comprises interrelated and coordinated activities designed to achieve clearly defined objectives/outcomes ranging from policy change to practical direct action. It contributes to solving a specific problem within a given budget and timeframe.” (TC Manual, page 15) This definition is fully in line with the PMI one, which is shorter.

¹⁵ <http://www.pmi.org/About-Us/About-Us-What-is-Project-Management.aspx>

¹⁶ Westley, F., Patton, M. Q., & Zimmerman, B. (2007). *Getting to maybe : how the world is changed*. Toronto: Vintage Canada.

¹⁷ DW Project Document, p.29

¹⁸ These 4 generalized categories of interventions are based on the 6 types of activities mentioned on the page 7.

that the approaches used to describe it were unable to accommodate the nature of the actual work being accomplished (especially, bearing in mind the ambitious scope of the project embracing three technical pillars in eight countries which would require 24 patterns of format).

Conclusions:

1. The word project in the title of the initiative under evaluation is somewhat misleading. This initiative as a whole cannot be properly described as a project in a traditional sense because:
 - it does not have a singular goal¹⁹;
 - it includes ad-hoc, non-programmatic activities;
 - it is non-linear and to a great extent, adaptive; and
 - it is too complex to fit traditional Logframes or RBM templates.
2. Since the Project's present framework does not adequately reflect its actual nature, the best possible alternative way of evaluating the DWP is the approach known as goal-free evaluation.²⁰ This approach is based on the premise that an evaluation should examine the value of a program by investigating what it is actually doing rather than what it theoretically intended to do.

¹⁹ See definition of the term 'project' and the following discussion in the subsection 2.6.

²⁰ <http://www.wmich.edu/evalctr/wp-content/uploads/2010/05/Youker-Fall-051.pdf>

3. Project activities and results achieved

3.1. Armenia

3.1.1. DWP inputs in Armenia

This section includes information on the DWP activities related to Armenia.

Table 1. DW Project inputs in Armenia (Pillar I – Employment)

Total # of participants – 450

2013	Employment policy course in ITC ILO for Chief specialist of the department of programs coordination, Ministry of Labour and Social Issues, "The State Employment Service" Agency, Armenia
	Vocational Rehabilitation training in Armenia. Follow-up mission to the 2011 and 2012 trainings in Yerevan, and to the 2012 study visit to Holland, in order to continue the training, involving new elements of workplace adaptation.
	Publication of 450 copies of brochure dedicated to the "State Employment Service" Agency 20th anniversary.
2012	People with Disabilities inclusion film
	Inclusion of PwDs (international experts), adaptation of workplaces- continuation of work started in 2011
	Study on quote system for disability inclusion
2011	Rehabilitation issues, assessment of PwDs, consultations with constituents, etc. (several missions, international experts)
	Development of DW country profile ²¹ in Armenia

Table 2. DW Project inputs in Armenia (Pillar II – OSH)

Total # of participants - 267

2013	OSH capacity building in regions, RUEA
	13 WIND trainings in the villages of Syunik region, Armenia, under general topic "OSH in Agriculture" Upon implementation of these trainings - conducting of tripartite round table. Done by Branch Republican Trade Union Organization of Workers of Agro industrial Division of Republic of Armenia
2012	BIM seminar
	Participation in the 3rd National Social Dialogue Conference
	Introduction of OSH MS at 5 enterprises
2011	Development of OSH policy for employers and follow-up of LI assessment
	Decent Work Project PAG meeting
	Implementation of Risk Assessment in 6 sectors
	Training of lectures of Educational institutions
	WIND seminars
2010	Arm LI Rapid
	Meetings with tripartite partners on the development of the National OSH systems

Table 3. DW Project inputs in Armenia (Pillar III – Social Security)

Total # of participants – no data

2013	RUIWA workshop in Armenia, Tsakghadzor on 19-20 June 2013.
	Study tour on employment injury insurance
2012	3 day SPF training for national stakeholders in Yerevan
	Mission to launch and to present SPF at the IMF meeting

²¹ For the sake of simplicity the Profile is listed under Employment, but it is actually covering other areas as well.

	Tripartite participatory gender mainstreaming training on social security in Armenia (Yerevan)
	Tripartite participatory gender mainstreaming training on social security in Armenia
	SPF-related meetings with the national key stakeholders (IMF, WB, ADB and MOL)
	Printing of SPF-I brochure in Armenian
	Printing of brochure "Combining Your Work and Family Responsibilities" and 8 Work and Life Informal booklets in Armenian
2010	National conference on social dialogue and meetings on social protection floor initiative
	ILO/ITC/MOLSP Bulgaria sponsored employment injury insurance study tour to Bulgaria

3.1.2. Decent Work Country Profile

At the end of 2011, a Decent Work Country Profile was prepared for Armenia. The Profile sets the economic and social context for DW in Armenia and looks at progress and challenges across ten thematic areas, ranging from employment opportunities to stability and security of work and social dialogue. It shows the dimensions and the level of DW in the country. The Profile contains information on rights and legislation, presented as Legal Framework Indicators, as well as on statistical DW Indicators, much of the data on which is produced by the National Statistical Service of Armenia. The Profile shows the progress made in a variety of areas, including increasing employment opportunities, with falling unemployment between 2001 and 2007. A particular challenge is the size of the informal economy, which in 2009 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.

The following three short subsections include key country specific findings and comments from the mid-term DWP evaluation report²² that covered Armenia, Kazakhstan and Tajikistan:

3.1.3. Employment

“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 small program 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 10²³ 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.”

3.1.4. OSH

“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

²² Schwegler-Rohmeis, W. (2012). From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia. Mid-term evaluation report.: ILO.

²³ The NC in her report at the ILO Moscow Programming Meeting 2013 mentioned 74 work places where reasonable accommodation has been done by SESA to the needs of persons with disabilities.

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.”

3.1.5. Social Security

“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 Occupational Accident and Disease Insurance (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 tripartite committee. Due to the Presidential elections in 2013 the process was suspended. In this context the DW project supported the constituents with expertise and comments.

Project support was also provided for the implementation of ILO Recommendation No. 202 on Social Protection Floor (SPF) of 2012 in Armenia. The project organized a set of capacity development activities to help the national constituents in their efforts to make progress towards the extension of social security coverage, in line with Recommendation No. 202 and contributed to the work on a Rapid Assessment of the social protection situation in Armenia in order to facilitate the improvement of the national system.

3.2. Azerbaijan

3.2.1. DWP inputs in Azerbaijan

This section includes information on the DWP activities related to Azerbaijan.

Table 4. DW Project inputs in Azerbaijan (Pillar I – Employment)

Total # of participants - 353

2013	Skills identification and anticipation in Azerbaijan
2012	Donor meeting
	Skill needs anticipation
	Presentation of DW country profile
	ALMP discussion, presentation
	DW country profile ²⁴
	National Youth Employment Forum
	LFS issues, technical consultations
	Disability issues, mission
	TU ATUC/PERC conference on youth employment
	ITC course, labour market inclusion of PwDs
	Young people in Azerbaijan (publication)
2011	Active Labour Market Programmes development, technical consultations
	National Validation workshop, DW Profile
	Training programs for integration of PwDs

²⁴ For the sake of simplicity the Profile is listed under Employment, but it is actually covering other areas as well.

	PES modernization conference
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Table 5. DW Project inputs in Azerbaijan (Pillar II – OSH)

Total # of participants - 149

2012	Meetings with project partners
	Participation in the subregional TU OSH seminar (PERC)
	Donor meeting
	Participation as an expert of Mr. Wiking Husberg in the Round Table on discussing the European best practice in OSH and labour legislation enforcement, and Azerbaijan's way to implement an integrated labour inspection strategy and practice
2011	Support to participation of Kyr LI in RALI Conf in Baku
2010	RALI meeting

Table 6. DW Project inputs in Azerbaijan (Pillar III – Social Security)

Total # of participants - 108

2012	ILO Tripartite National Conference on Improving Maternity Protection System in Azerbaijan
	Presentation of the DW Country Profile, discussions with the MoLSPP on implementation of active lab
	Subregional seminar on MNEs Declaration for the NIS Oil Sector Unions
	Donor meeting

3.2.2. Decent Work Country Profile

Decent Work Country Profile was developed and presented at a large high-level event in Azerbaijan in 2012. This activity covered (integrated) all three Project strategic areas ('pillars'). The Profile contains systematic information on rights at work and the legal framework for Decent Work, in addition to statistical indicators, which will facilitate monitoring and evaluation of progress made in the DW area. In total, ten thematic areas were covered, ranging from employment opportunities to combining work and family life, and social dialogue. Furthermore, the economic and social context for DW was outlined.

3.2.3. Employment

The Project has supported (in the form of technical consultations) implementation of a "State Programme on Implementation of the Employment Strategy of Azerbaijan for 2011-2015", which is a policy document that defines the main priorities and directions of future state intervention on labour and employment issues (many of which are included in the DW Agenda, such as international labour standards, employment promotion, social protection, OSH and social dialogue). The strength of the Programme is that it anticipates the involvement of several ministries, state agencies and other relevant stakeholders in its implementation, thus ensuring policy co-ordination. The Programme implementation includes the design and implementation of active labour market measures for disadvantaged youth, conducting labour force surveys (LFS) to obtain quality labour market information, skills development based on skill needs' anticipation, and disability inclusion.

The major event, supported by the Project in Azerbaijan, was the conference "The role of PES in promoting DW: modern approaches and priorities" held in October 2011, a knowledge-sharing event with the PES of Croatia, Denmark, Russia, Sweden, Turkey and Ukraine on their experience of labour market policy implementation during and after the global economic and financial crisis, outlining possible ways of institutional strengthening of the Azerbaijan State Employment Agency. The conference was facilitated at the highest level by the Minister for Labour and Social Protection of Population. A package of ALMM for disadvantaged youth, developed with support of the Project, was presented at the event.

The Conference was followed by a study tour (cost-shared with NAV) for an Azerbaijani delegation to Oslo, aimed at knowledge-sharing and capacity-building of the PES, by analysing best practices of the Norwegian Labour and Welfare Service (NAV), employment centres, organisations dealing with vocational rehabilitation and employment of people with disabilities, the Norway State Fund based on accumulation of oil-trade revenues. The aim of the study tour was to find ways on how to implement the State social and ALMPs, based on the experience of the oil extracting country.

Responding to a MinLab request, the Project organised a mission on disability inclusion by the ILO Senior Disability Inclusion Specialist with individual consultations of the constituents on how to effectively implement disability instruments.

The country, having earlier participated in the ad hoc global working group on **promotion of the ILO MNE Declaration**, invited a joint mission of specialists from ILO Geneva and ILO Moscow, within the framework of the Project, to Baku to carry out a series of activities promoting the principles of the MNE Declaration, with an emphasis on maximising the contribution of MNEs to national development priorities. Later on, MinLab expanded the intervention scope, by organising a high-level conference on the “Role of the MNEs in securing DW at the national level”. In this connection, the ILO MNE Declaration and the Guide for Business were translated into the local language and disseminated. As an outcome of the conference, the MinLab proposed to establish a Task Force for engaging with MNEs. The Project has a key role to play in continuing to serve as a “technical broker” in bringing relevant actors together to discuss ways, in which more and better jobs could be promoted through MNEs and their supply chains.

DW Project implemented series of interventions aimed at **youth employment issues**. The ILO-supported National Youth Employment Forum in March 2012 presented a high-level opportunity to gather all constituents and Youth NGOs, some 200 persons in all, organised by the Ministry of Labour and Social Protection of Population, to high-light the youth employment challenges in Azerbaijan. The National Youth Employment Forums served as a platform for a Global Youth Employment Forum held in Geneva in May 2012 in preparation for the ILC 2012 discussions on youth employment resulting in adoption of a resolution “The Youth Employment Crisis: Time for Action”.

Following the Youth Employment Forum, the ILO held follow-up consultations with the constituents on the project-supported Mission on Youth Employment, which resulted in “Proposal for a revised active labour market programme for disadvantaged young job-seekers”. Subsequently, technical consultation took place at a number of Employment Centres and the Göyçay Regional Vocational Training Centre.

DW Project supported a mission aimed at the identification of analytical and institutional capacities for skills identification, as well as gaps and at proposing systemic solutions. As a result of that mission a detailed review of the system, methods and data for anticipating skill needs in Azerbaijan was prepared. The ways to address the key challenges faced by the country in the area of **labor market analysis and skills anticipation** were developed.

Figure 4 (below) shows the key DWP activities in the area of employment in Azerbaijan and the respective contributions made by those activities.

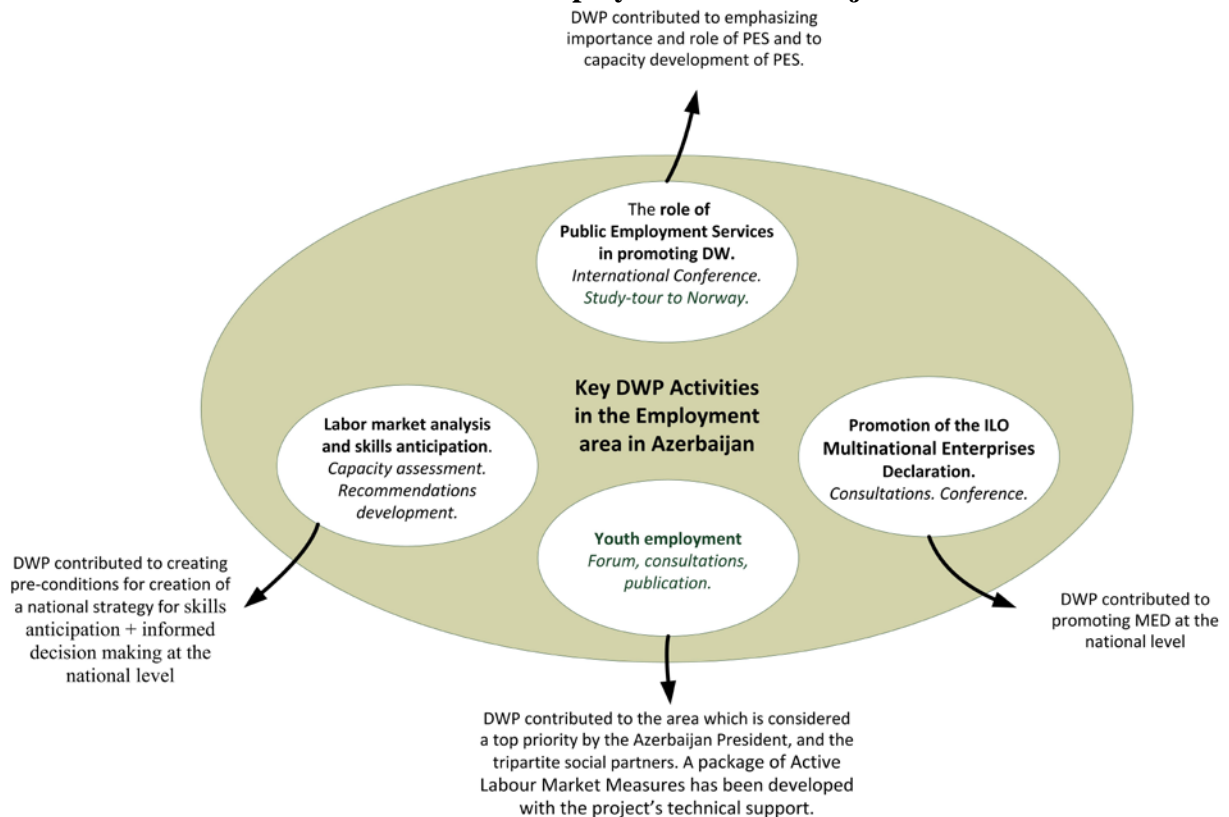
It is important to note that ILO is not the only UN entity that works in the employment area in the country. UNDP is very active in that niche as well. The two quotations below demonstrate that:

- In the end of November of 2013 Antonius Broek, UNDP Resident Representative and UN Resident Coordinator in Azerbaijan, offered “**UNDP assistance in development of a new Employment Strategy**” during the meeting with the Minister Salim Muslimov.

“UN representative also proposed Azerbaijan to continue cooperation in the sphere of *strengthening the labour market potential, preparation of skilled personnel in non-oil sector...*”, - the Ministry informs²⁵.

- “Among the main challenges facing Azerbaijan are *enhancement of vocational skills and creation of employment* in non-oil sectors of economy, especially outside the capital Baku. UNDP has collaborated with the Ministry of Labour and Social Protection since 2004 to support improvement of workforce capabilities and enhance employability by providing work-experience and new work skills at the vocational training centers²⁶.” In 2011 a project was implemented by UNDP in collaboration with a Norwegian NGO SYSLAB to support the implementation of National Employment Strategy 2006-2015, and contribute to reduction of unemployment and local/regional business development by providing motivated and competent work force.

Figure 4. Key DWP activities and contributions made in the area of Employment in Azerbaijan



So, UNDP seems to have its own agenda in the employment area that overlaps with the ILO strategy. Since UNDP has far more human and financial resources and more opportunities to influence decision making at the high level, its activities may affect the ILO contributions. For instance, if there is a new Employment Strategy developed with the UNDP assistance, then the value of ILO technical consultations on implementation of the previous strategy will decrease and will be – in fact – reduced to the strengthening of competencies and capacity building of the MoL staff.

Another important player in the employment area is the Social Protection Development Project (2009-2014) with a budget of \$54.6 million implemented as a part of Azerbaijan partnership with the World Bank Group. The goal of that project is to improve the delivery of

²⁵ <http://abc.az/eng/news/77645.html>

²⁶ http://www.undp.org/content/azerbaijan/en/home/operations/projects/sustain_development/Employment_Innovation/

labour market and social protection interventions through strengthened institutions, enhanced institutional and human resources capacity, and the improved targeting of social safety net programs²⁷.

3.2.4. Occupational Safety and Health

The main OSH event in Azerbaijan was the **establishment of a National Tripartite Social Council on Safety and Health at Work**, under the Ministry of Labour and Social Protection of Population in 2012²⁸, with an aim to bring together and co-ordinate the efforts of social partners for creating healthy and safe workplaces. The Council experienced difficulties in the beginning of its work, struggling to develop a practical working order, where the tasks and roles of the three parties would be clearly defined.

At the request of the Council, the project supported a **study tour to Latvia** in December 2012 to look at best practice of a similar tripartite Council in this country. Latvia was chosen as having developed an effective tripartite OSH mechanism, assessed to be close to and applicable in Azerbaijan. The study tour proved to be a useful input in the still on-going discussions among the constituents on overall aims and division of roles. In particular, the participants noted the high level of social dialogue in regard to OSH systems in Latvia, including the tripartite advisory committee and national consultations, national OSH policies, legislation, audit of the OSH system, regulation of OSH issues at the enterprise level by OSH Committees, etc.

The Azerbaijan Trade Union Confederation (ATUC) carried out a **sub-regional conference on “The role of the social partners in providing healthy and safe working conditions on the labour market”** in Baku, supported by the project, with the participation of TU, EO and LI of Georgia, Kazakhstan and other countries.

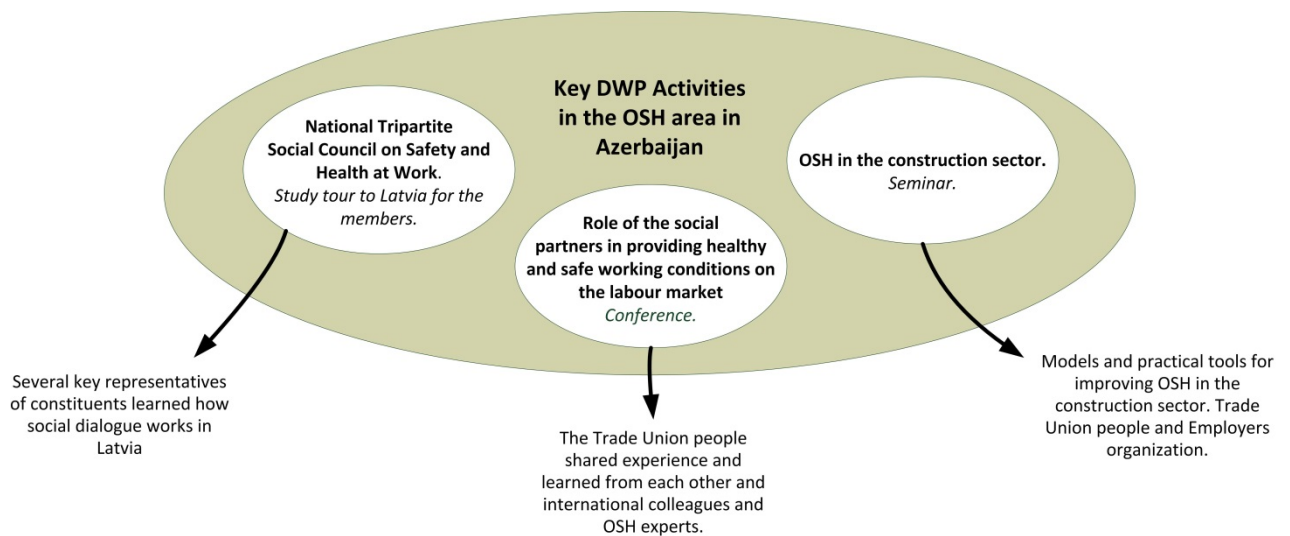
The project supported the **national seminar “OSH in the construction sector”** organised by ATUC with the participation of National Confederation of Entrepreneurs (Employers’) Organisations of Azerbaijan Republic (ASK) and the LI. The seminar included such topics as Social Partnership and OSH, TUs and EOs, Introduction into Risk Assessment, Organisation of safe and healthy workplaces, OSH in the construction sector, Finnish ELMERI methodology. One of the main findings of the seminar discussions concerned the need for capacity-building, since, despite the existing laws and regulations, trade union activists on the ground often have difficulties to negotiate with employers on OSH-related problems due to the lack of experience in conducting such negotiations.

Figure 5 below shows the key DWP activities in the area of OSH in Azerbaijan and the respective contributions made by those activities.

²⁷ <http://www.worldbank.org/content/dam/Worldbank/document/Azerbaijan-Snapshot.pdf>

²⁸ According to the information received from the constituents in the course of this evaluation, the Council was still not fully and formally established as of November 2013. The Status of the Council was still uncertain and it has not been decided where to place it institutionally: under MoL (realistic but not desirable), under Prime Minister (better but less realistic) or under the President of Azerbaijan (highly desirable, but unrealistic).

Figure 5. Key DWP activities and contributions made in the area of OSH in Azerbaijan



It should be noted that during the life cycle of the DW project there was a EU Twinning Project implemented in Azerbaijan in 2011-2012 to provide support to the State Labour Inspectorate Service (SLIS) in Occupational Health and Safety (OHS) enhancement. The overall objective of the Twinning project (with a budget of €1 million) was to enhance the enforcement of occupational health and safety legislation in order to improve social protection in the Republic of Azerbaijan. The purpose of this Twinning project was to strengthen the capacity of the State Labour Inspectorate in the field of Occupational Safety and Health.²⁹ DWP representatives have regularly participated in Twinning project activities and were invited to its closing conference.

3.2.5. Social Security

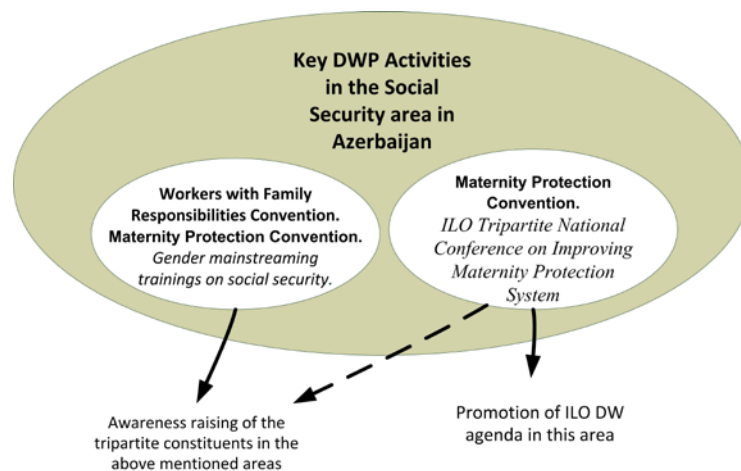
Two “**Tripartite participatory gender mainstreaming trainings on social security**” were conducted in Baku and Ismailly. The main aim of the trainings was to enhance the practical implementation of the ILO “Workers with Family Responsibilities Convention” of 1981, C156, and the “Maternity Protection Convention” of 2000, C183, both ratified by Azerbaijan in October 2010. The trainings touched upon subjects, such as gender issues in social security, distinguishing maternity protection and work and family balance, family/child benefits – trade-offs and policy choices, and gender equal distribution of care responsibilities.

The ILO Tripartite National Conference on Improving Maternity Protection System in Azerbaijan with over 100 participants took place in 2012 and contributed to the awareness raising of the constituents on the maternity protection issues and to the promotion of ILO DW agenda in this area.

Figure 6. shows the key DWP activity in the area of Social Security in Azerbaijan and the respective contribution made by that activity.

²⁹ http://eeas.europa.eu/delegations/azerbaijan/projects/list_of_projects/264708_en.htm

Figure 6. Key DWP activity and contribution made in the area of Social Security in Azerbaijan



It should be noted that the World Bank Group Social Protection Development Project mentioned in section 3.2.3 above is the key international player in this area in Azerbaijan.

3.2.6. Discussion of the DWP interventions and their results in Azerbaijan

DWP priority area in Azerbaijan was Employment: there were more activities, more results, more direct and indirect beneficiaries, and a higher probability of longer-term impact. It reflects both the needs of ILO constituents and opportunities that emerged for DWP interventions in Azerbaijan.

Development of DW Country Profile (the first in the sub-region) was a success. The DW Country Profile provides key information for designing and monitoring Decent Work Country Programmes and represents an important reference point and advocacy tool to mainstream decent work into national development policies. It will be important for ILO to ensure (facilitate) the future use of this tool by the constituents.

Another key development in Azerbaijan with the support of the Project was the establishment of the National Tripartite Social Council on Safety and Health at Work. At the time of evaluation this work was still in progress: there was a formal decision made about creation of the Council but it was not decided yet about its place within the government system. The interviewees also mentioned some issues with funding the work of this committee. Hence, the continuing support from ILO in this area may have even a greater impact and will be definitely appreciated by the constituents.

DWP was thoughtful and strategic in selecting the focus of its interventions to increase probability of achieving most tangible effects, including consultations on implementation of the national employment strategy, development of PES, supporting establishment of the National Tripartite Social Council on Safety and Health at Work. All partners who participated in this evaluation appreciated the DW project for its contributions, high quality of expertise and confirmed professionalism of ILO specialists.

DWP interventions in Azerbaijan were fragmented. Thematically they were in line with the respective CPOs, but they were not aimed at achieving common goals even within each of the thematic areas.

It should be noted that the ILO project has certain challenges related to the other important players that have considerably larger budgets and work in ILO 'niches', such as UNDP, the World Bank Group and EU. The problem here is more related to the overall ILO image and

positioning in the country, it is not about competition since the ‘competitors’ are in a different ‘weight category.’ Several interviewees representing different entities (including top government officials) could not describe the ILO project contributions against the ‘background’ created by other organizations. Being much smaller ILO needs to build on its unique strengths (for instance, expertise in particular areas, knowledge base) and make sure that its interventions (such as DWP) are not only well designed and focused strategically but are also presented to the constituents and the general public adequately. ILO may want to think of its own communication strategy and positioning in the country.

Several government officials were very explicit about the need for ILO to become more proactive and to improve communications with the country constituents including the newly appointed after Presidential elections in 2013 key government officials, such as the new Minister of Labour and Social Protection.

3.3. Georgia

3.3.1 DWP inputs in Georgia

This section includes information on the DWP activities (inputs) related to Georgia.

Table 7. DW Project inputs in Georgia (Pillar I – Employment)

Total # of participants - 125

2013	Training "Developing a strategic planning approach including institutional development for MES and social partners". Follow-up mission to the 2012 training on job-seekers motivation for the OD and GTUC staff.
	TU event 28 May - 01 June 2013, signing of agreement. Travel of Mr. Asylbek Toktogulov and Rysgul Babaeva to the seminar in Tbilisi of the women network for Signing the Agreement between the trade unions of Georgia and Kyrgyzstan. (sharing of best subregional practices on TU work in Employment area)
2012	National Youth Employment forum
	PES capacity building - consultations, discussions, elaboration of the recommendations
	Local employment services issues, seminar

Table 8. DW Project inputs in Georgia (Pillar II – OSH)

Total # of participants – 103

2013	Training "Risk assessment at working places"
2012	2 OSH seminars Tkibuli mines
2011	Discussions on DW project 2011 workplan
	ICEM Regional Conference and a TU-Management Joint Seminars
	OSH Swedish manual - 500 copies in Georgian, and Guidelines on OSH (ILO-OSH 2001) - 1000 copies in Georgian
2010	ToT on Risk Assessment at the Enterprises
	Introduction of DW project, RA seminars for EO and TU

Table 9. DW Project inputs in Georgia (Pillar III – Social Protection)

Total # of participants – 479

2013	10 Tripartite participatory trainings on gender equality and work and family balance in various regions of Georgia
	ILO/PERC/ITUC Sub regional Network Meeting on "Promotion of Social protection ILO Conventions for the women networks in member organizations of the ITUC/PERC and collective bargaining". 29-30 May, Tbilisi, Georgia
	Working meetings with the GTUC leadership and meeting with the DW Project coordinator Gocha Aleksandria
	Study tour on employment injury insurance
	Seminar Agreement with GTUC, to organize Women Conference in Kobuleti, Georgia, 18 Sept. 2013.
	Service Contract with GTUC for re-branding of GTUC website, creation of social media platform and electronic database, publication of information leaflets and other related materials (capacity building of TUs to enhance their possibilities to actively participate in social dialogue with other tripartite constituents)
2012	4 Tripartite participatory trainings on gender equality and work and family balance in various regions of Georgia
	Printing of brochure "Combining Your Work and Family Responsibilities" and 8 Work and Life Informal booklets in Georgian
	Roundtable discussion for FPKg, GTUC and ILO on further cooperation
2011	Printing of occupational accidents and disease insurance (OADI) informative brochure in Georgian

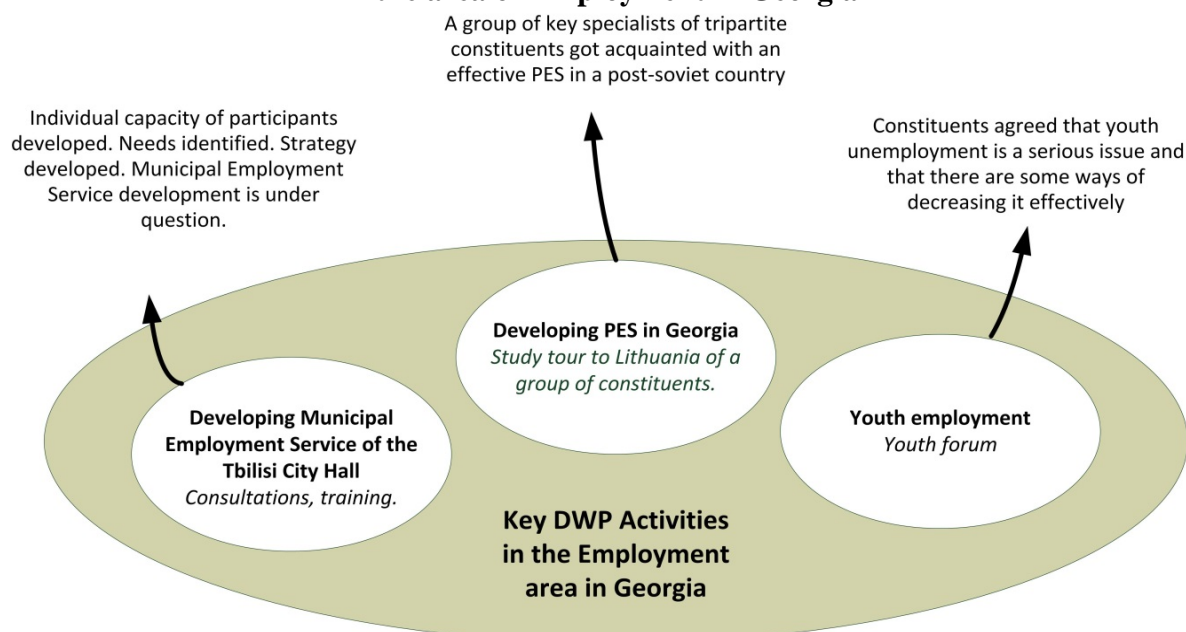
3.3.2. Employment

At the request of the Ministry of Labour, Health and Social Affairs, the project delivered a series of interventions, aimed at **supporting the Organisational Department and Municipal Employment Service of the Tbilisi City Hall (OD)**. This service was created at the municipal level in 2011, following the disbandment of the national employment service in the middle of the 2000-ies, having a limited number of employment service functions, mainly registration of job-seekers and proposing suitable candidates for vacancies to employers. In view of the limited experience of the OD, all trainings conducted were made at a basic level. The aim of the trainings was to start with an inventory of the current abilities, tasks and needs, and then to develop and start implementation of a long-term staff development plan. Both the Georgian Employers' Association (GEA) and Georgian Trade Union Confederation (GTUC) participated in the trainings as observers. It was identified that there was a need to develop the methodology for collection, processing, analysis and interpretation of LM data, and the job-seekers' database and the information web portal. An OD staff capacity building plan was developed.

In order to facilitate further development of OD, a **study tour was organised to the Lithuanian Labour Exchange**, to give the constituents an overall understanding on how an effective PES functions.

Work with the OD went well until the change of the Georgian government in November 2012. Since then the Tbilisi Municipal Employment Service became less active due to political reasons. People that participated in Project trainings and consultations developed their individual capacities and spoke highly of ILO/DWP work. They found the study tour to Lithuania very insightful and useful. But it is not clear now if and how the Municipal Employment Service will further develop. It depends on the new government policy that will be implemented after the new government is formed following the presidential elections in November 2013. Most likely, a Labour Market Development Strategy in Georgia will be developed and implemented. Creation of a National Employment System – Public Employment Service (PES) will be a part of that strategy. Department of Labour and Employment Policy of the Georgian Ministry of Labour, Health and Social Affairs is already working on that. Some of their specialists participated in the ILO project trainings and in the study tour which creates a good opportunity to continue collaboration in a new format.

Figure 7. Key DWP activities and contributions made in the area of Employment in Georgia



The **Youth Employment Forum** in Tbilisi in March 2012 presented a high-level opportunity to gather all constituents and a number of Youth NGOs, some 60 persons in all, to highlight the youth employment challenges in Georgia. The participants agreed that there is a need for more attention to be paid to the development of labour administration and promotion of social partnership in policy dialogue. Participants discussed resources and approaches that may help to combat youth unemployment, such as reliable statistics, based on regular research of LM; a more systemic approach to state employment programmes; support of self-employment for young people, etc.

3.3.3. Occupational Safety and Health

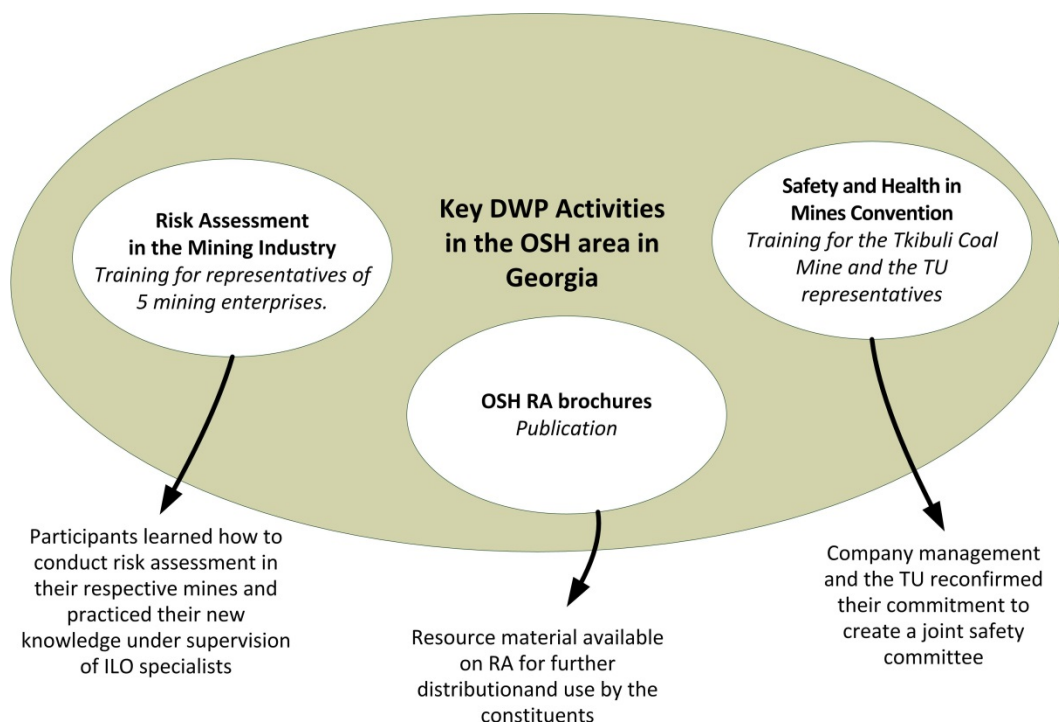
Georgia has abolished its OSH legislation and Labour Inspection in 2006 as the previous Government considered that the market will itself regulate working conditions in the country. The new Government has taken a more positive approach to the ILO and its principles. In spring 2013 amendments to the Labour Code have been discussed in the Parliament, also related to OSH. Further, a discussion to revive the Labour Inspection is on-going.

While the previous Government took no responsibility to ensure safe working conditions, the EO and TU started to develop enterprise based OSH systems. In the last two years the Georgian social partners have organised, at the cost of the participating enterprises, over nine sectoral/regional OSH training events for approximately 150 participants.

The ILO has assisted GEA and GTUC under the DW project to organize capacity building in OSH Management Systems, Risk Assessment, including ToT, and other OSH related issues. As a result, a bipartite agreement between GEA and GTUC to base the OSH work in Georgia on ILO-OSH 2001 was reached in 2010.

The project has been actively supporting the social partners in the long-term capacity building process and has initiated a model project involving five major mining enterprises in the Kutaisi region to demonstrate the effects of the introduction of modern OSH management systems (OSH MS).

Figure 8. Key DWP activities and contributions made in the area of OSH in Georgia



The project conducted a workshop, together with the GTUC and its affiliate, the Metal, Mining and Chemical Industry Workers' TU, representing the Tkibuli Coal Mine, the Azoti Chemical plant and the Madneuli Open Pit. Because of the disinclination of the Government/authorities to take on the role of regulator of occupational safety and health issues, the project was unable to ensure ministry participation (there is no Labour Inspection in Georgia). The **workshop centered on the basics of Risk Assessment (RA)** approach (to a large extent based on the Finnish "ELMERI" method), with a focus on social partnership and joint safety committees.

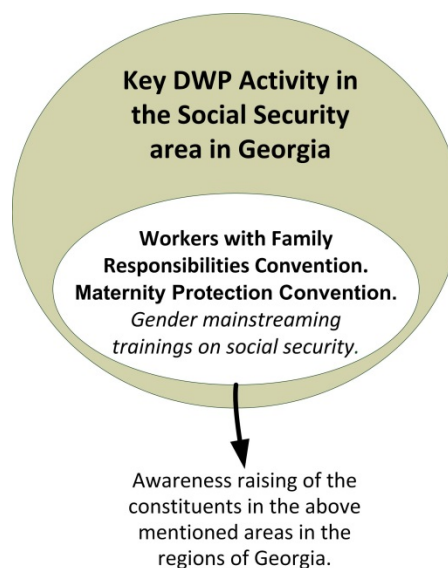
Together with the senior management of the Tkibuli Coal Mine, the GTUC and the Metal Workers, Miners and Chemical Industry Workers' TU, the project conducted training with a special focus on the coal-mining industry. **Training centered on the "Safety and Health in Mines Convention"** of 1995, C176, OSH MS and RA, management commitment and workers involvement, joint health and safety committees. The training was led by representatives of the Central Institute for Labour Protection of Poland and Czech Union of Mine, Geology and Oil Industry workers. During the training, both the company management and the TU reconfirmed their commitment to create a joint safety committee, and to continue with trainings and further co-operation on OSH issues.

Together with GEA, DWP **printed OSH RA brochures**, to be distributed by GEA among its members during employers' events.

3.3.4. Social Security

In the absence of strong initiative of the national government to engage into social security reform and the limited possibilities for the ILO to engage into policy level discussions on social security, the ILO followed a 'bottom-up' approach by emphasizing the capacity building and knowledge sharing of social partners as well as local/municipality government officials for the purpose of sensitizing the issues related to maternity protection and work and family balance.

Figure 9. Key DWP activities and contributions made in the area of Social Security in Georgia



Over twenty **Tripartite participatory gender mainstreaming trainings on social security** were conducted throughout Georgia by three local trainers (trained by ILO International Training Center in Turin through a training programme prepared and financed by the project) representing GEA and GTUC and vocational training institution. The trainings touched upon

various subjects, such as gender issues in social security, distinguishing maternity protection and work and family balance, family/child benefits – trade-offs and policy choices, and gender equal distribution of family responsibilities. One of the aims of the trainings was to establish a knowledge-base for future policy discussions on gender-related social security and work and family balance issues for constituents and participants from various institutions. The trainings could be seen as part of a promotion process for the Workers with Family Responsibilities Convention of 1981, C156, and Maternity Protection Convention of 2000, C183, not ratified yet by Georgia.

3.3.5. Discussion of the DWP interventions in Georgia

The ILO in Georgia was represented mainly by the DW Project. There is no ILO National Coordinator in Georgia and the country has no Decent Work Country Programme. This was another unique feature of DWP in Georgia.

Since the ILO DW agenda and principles were not fully appreciated by the previous government, the project mainly worked with TUs and Employers' organizations at the national level. At the local/municipal level the project managed to involve government representatives as well.

External conditions for DWP implementation in Georgia were unfavourable: in addition to the reluctant government attitude, DWP faced challenges related to the changes in political environment that coincided with the project life: establishment of the new government, elections of the new president, and then yet another government. Positive thing about the new government is its supportive attitude towards OSH, social dialogue, tripartism and other issues.

External environment affected results of the DWP intervention in the PES area: the initiative implemented to support Municipal Employment Service in Tbilisi was put on hold, though not closed. Since that was the core activity under the Employment pillar in Georgia, the entire effect of this component was substantially decreased.

DWP interventions in the OSH area were - on the contrary - rather successful. Its narrow focus on the mining industry and several selected enterprises made it possible to achieve tangible results that literally may save people's lives in the nearest future. Since all the parties involved (enterprises' management and TUs) were highly motivated, probability of sustaining efforts in the OSH area in mining industry is very high.

In the Social Security area DWP implemented a series of participatory gender mainstreaming trainings that were conducted in all Georgian regions and involved the total of several hundred (between 600 and 800) participants. It is hard to say how effective those trainings were in terms of promoting Workers with Family Responsibilities Convention C156 (1981) and Maternity Protection Convention (2000) C183. But they have certainly promoted the awareness of the above standards and helped partners to gain relevant knowledge and competencies. After the field research mission for the final evaluation was over, there was a discussion of revising the legislation on the rights of women workers in November - December 2013 and both GEA and GTUC were able to provide comments on draft legislations based on their own capacities while referring to the international labour standards (ILO Conventions). These capacities are all based on the knowledge acquired from the relevant training provided by the project. The project partners successfully modelled the approach, and today they have created a good training program on gender mainstreaming developed with consideration of Georgian context. There are also two local trainers who have been trained and are qualified at conducting that program as a team. Another effect of this activity was networking: both trainers established numerous connections in all the regions of the country with various stakeholders. So this activity was definitely successful at least in terms of capacity building.

Some of the DWP activities that proved very effective could hardly be attributed to any of the 'pillars.' For instance, DWP assisted GTUC in upgrading its website and developing IT and communication systems such as mailing lists and text-messaging system (SMS). This capacity building effort could potentially affect positively any activity of the GTUC.

3.4. Kazakhstan

3.4.1. DWP inputs in Kazakhstan

This section includes information on the DWP activities (inputs) related to Kazakhstan.

Table 10. DW Project inputs in Kazakhstan (Pillar I – Employment)

Total # of participants – no data

2013	Training on Employment services for sub-regional PES, EOs & TUs with case studies, LMI, M&E & out-reach strategies in Alma-Ata
2012	Informal economy TU event
	TU informal seminar
	Informal economy TU event
2011	Study on transition from informal to formal employment
	WED background study
	Tripartite workshop on employment
	Seminar on transition from informal to formal employment

Table 11. DW Project inputs in Kazakhstan (Pillar II – OSH)

Total # of participants – no data

2013	OG missions to Kazakhstan
	Subregional OSH TU workshop Towards a genuine health and safety at work: better prevention and consultation of workers"
	KIOSH-2013, Astana
2012	LI training on OSH/HIV issues
2011	4 seminars on OSH RA

Table 12. DW Project inputs in Kazakhstan (Pillar III – Social Security)

Total # of participants – no data

2013	High-level tripartite roundtable on Subsistence minimum calculation methodology in Astana, Kazakhstan. Meeting and round table on "Reviewing the methodology of subsistence minimum calculation in Kazakhstan".
	FPRK, organized OSH training for TUs activists of oil sector of Mangystau region
	ExColl Contract with Ms. Audra Mikalauskaite, to participate and make presentation during the Round Table on Maternity benefits
	"Strengthening women's power in dealing with gender discrimination at the workplace" seminar
	Seminar Agreement with FPRK, to organize event on Reformation of municipal workers' organizations activities and concentration of the social partnership on the sectoral level
2012	Seminar "The current state of social insurance in Kazakhstan. Tasks and actions of Trade Unions"
	Publication of the Brochure "Employment Injury benefits" in Russian
	Seminar «Transfer from informal to formal employment in Kazakhstan»
2011	Inter-agency subregional conference on "Improving Regional Coordination in Managing Compound Risks in Central Asia"
	Technical consultations with MOLSP of Kazakhstan
	Participation as a resource person at the Roundtable on labour conflicts resolution 6 Dec, Roundtable on ratification C183 7 Dec, Roundtable on minimum wage calculation
	Tripartite roundtable to discuss the draft analysis on the revision of subsistence minimum

	calculation methodology in Kazakhstan, Astana
	Technical consultations with MOLSP of Kazakhstan, to participate in the 2011 RBEC Gender Community of Practice Meeting in Bratislava and to make presentation at the ILO seminar under Migration TC project.

The following three short subsections include key country specific findings from the mid-term DWP evaluation report³⁰ that covered Armenia, Kazakhstan and Tajikistan.

3.4.2. Employment

“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 of Kazakh Employment Strategy 2020, which stands for the change from passive to active labour market policy, was technically supported by the DW project (in 2011) and the current operations of the Employment Strategy are continuously observed.

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.”

DWP also supported the **training on Employment services** for sub-regional PES, EOs & TUs with case studies, LMI, M&E & out-reach strategies in Alma-Ata in October 2013.

3.4.3. OSH

The main output is related to **conferences, trainings and the introduction of action plans/ideas**. The project contributed to awareness raising among the constituents and within practitioners on enterprise level. National Standards had been developed and Bi-Partite Committees on enterprise level had been actively promoted by the Kazakh Trade Unions. Hence, OSH management systems (including national standards) are established in more than 1,000 enterprises in Kazakhstan. In 2013, DWP supported a subregional workshop on OSH for TUs “Towards a genuine health and safety at work: better prevention and consultation of workers.

3.4.4. Social security

For Kazakhstan the main focus of work in the area of social security was the measurement of the subsistence minimum (SM). Hence, the DW project financed ILO experts analyzing 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

³⁰ Schwegler-Rohmeis, W. (2012). From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia. Mid-term evaluation report.: ILO.

this reform process may be finalized in the first half of 2013. The main challenge is that the financial consequences of such reform are yet to be calculated by the Kazakh Government.

The DW project supported the national legislative study to C183 and presentation of the study on the present situation of maternity protection and work and family balance in Kazakhstan. This study was complemented by other activities like technical consultations, seminars, workshops and training in ITC/Turin in 2012. 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 maternity protection and work and family system.

3.5. Kyrgyzstan

3.5.1. DWP inputs in Kyrgyzstan

This section includes information on main DWP activities (inputs) related to Kyrgyzstan.

Table 13. DW Project inputs in Kyrgyzstan (Pillar I – Employment)

Total # of participants - 100

2013	ILO/ITUC-PERC Subregional meeting/conference on Informal Employment
	National Validation Workshop of Decent Work Country Profile for Kyrgyzstan
	Agreement with sectoral TUs on preparation of strategic development plan 2013-2018 on informal employment
2012	“Representation and protection of informal sector workers” seminar
	“Summer school of youth Trade Unions’ leaders of Kyrgyzstan” seminar
	TU informal economy and youth employment seminar
	Labour market analysis and labour market outlooks (mission of Armenian expert)
2011	Participation in WED workshop
	SIYB TOT

Table 14. DW Project inputs in Kyrgyzstan (Pillar II – OSH)

Total # of participants – 115

2013	OSH seminar for the FTU of Kyrgyzstan, WIND ToT for agro TU
	WIND best practices in Kyrgyzstan, seminars
2011	2 RA seminars by LI
2010	WIND seminars

Table 15. DW Project inputs in Kyrgyzstan (Pillar III – Social Security)

Total # of participants – 197

2013	Tripartite participatory gender mainstreaming trainings on social security in Kyrgyzstan
	Meeting with FPKg leadership, FPKg Board, ILO NC in Kyrgyzstan and ACILS representative in Kyrgyzstan
	Seminar “PR campaign as a main element of TUs activities”
	Round Table "Working people and social responsibility of business"
	Service Contract with Trade Union of agro-industrial complex's workers and municipal workers of agriculture of Kyrgyz Republic, to promote the ILO policies, principles and values; International labour standards; information about importance of creating of decent workplace and WIND programme during the International agro-industrial exhibition
	Sessions during Trade Unions' Youth School, Keminskiy region, Kyrgyzstan
2012	4 tripartite participatory gender mainstreaming trainings on social security in Kyrgyzstan
	Roundtable discussion for FPKg, GTUC and ILO on further cooperation

3.5.2. Employment

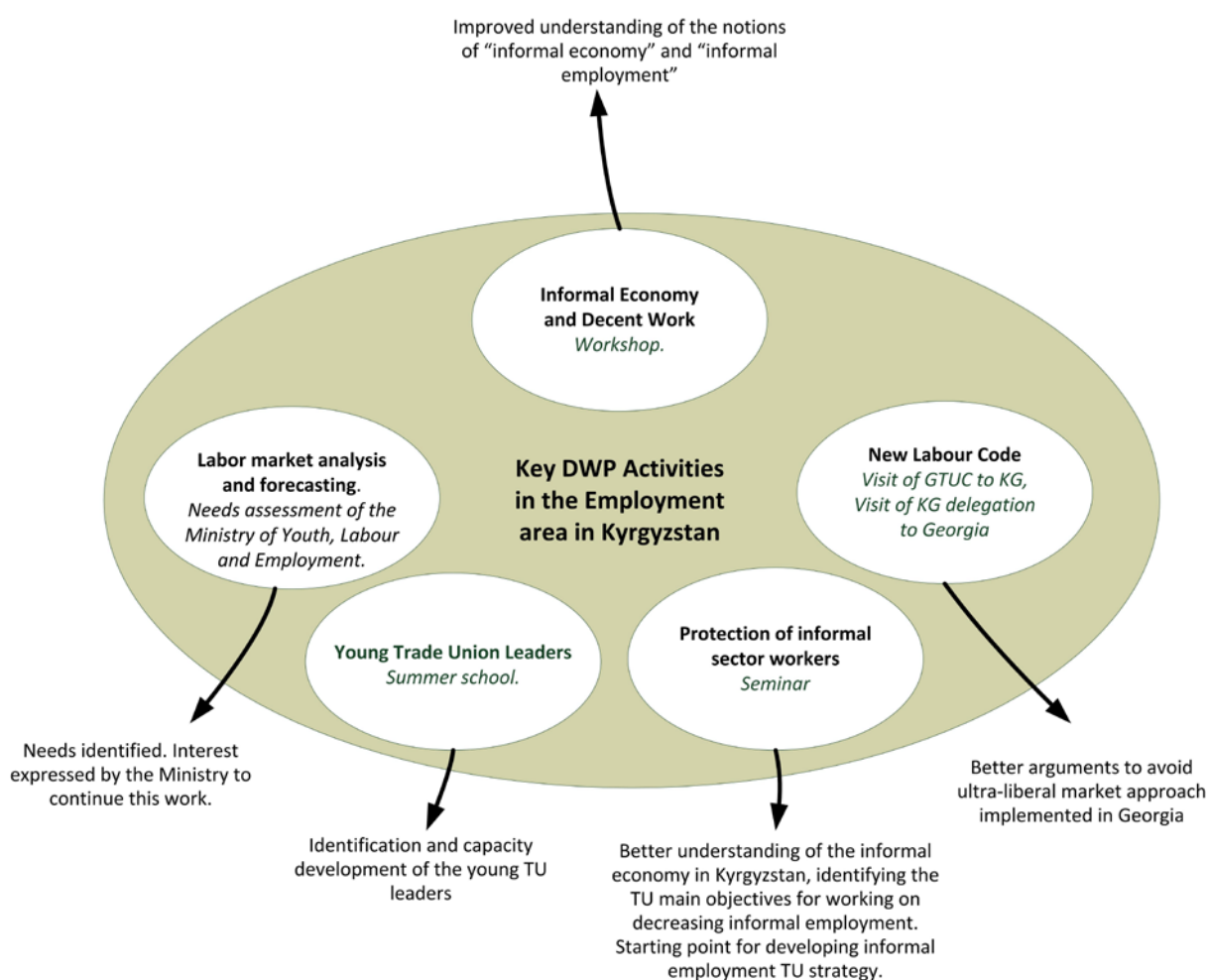
Seminars were held with the Federation of TU of Kyrgyzstan (FTUK), “Representation and protection of informal sector workers” and “Summer school for youth TU leaders 31”, aimed at defining the informal economy in Kyrgyzstan, at identifying the TU main objectives for working on decreasing informal employment, at selecting and preparing young leaders, and at expanding TU organisations in the informal economy. The seminar proved to be a starting-point for the TU process of developing a strategy on reducing informal employment. It was decided to establish a working-group for co-ordination with sectoral TUs and to develop a system of TU trainings for systematic awareness-raising.

³¹ These two workshops were described under the ‘Pillar I’ (Employment) in the Project Progress Report and were presented under ‘Pillar III’ (Social Security) in the Project monitoring system.

At the **summer school**, a group of young trade union activists from different regions were trained, several youth TU projects were identified, and co-operation between sectoral and youth TU organisations of Kyrgyzstan and Kazakhstan was established. It was decided to organise regular job-fairs for youth, to establish a special body for monitoring and supporting TU youth initiatives.

The **Georgian TU Confederation (GTUC)** was invited to participate in the seminars, in order to share its experience on working pro-actively in the informal economy, and to give its experience on acting in an environment of labour relations liberalisation further to the adoption of a new Labour Code (LC), according to which labour relations are regulated mainly by market mechanisms and not by the State. The visit followed at the request of FTUK, which expressed a need of being updated on the Georgian experience and of filling the information gap in Kyrgyzstan on the Georgian labour relations' situation. FTUK's interest can be seen against the background of the Labour Code Working Group, of which FTUK is part, and which actively discussed an idea of copying parts of the Georgian LC (subsequently, it was decided not to amend the Kyrgyz LC). The visit was widely commented upon in the Kyrgyz national and local mass media. The visit proved to be a good example of developing "East-East co-operation", within the framework of the project. In Autumn 2012, representatives of FTUK visited their GTUC colleagues in Tbilisi, where a number of labour legislation issues were discussed. During the visit, a draft co-operation agreement between FTUK and GTUC was discussed, planned to be signed in 2013.

Figure 10. Key DWP activities and contributions made in the area of Employment in Kyrgyzstan



DW project supported a two-day seminar **“PR-campaign as a main element of TUs activities”** as part of capacity enhancement. It was carried out by Federation of Trade Unions. This seminar was aimed at improving skills of sectoral and regional workers responsible for PR and strengthening capacity of Trade Union’s organizations to engage in dialogue on informal employment.

A one-day **workshop on Informal Economy and Decent Work**³² took place in 2013 and was hosted by the Ministry of Labour, Migration and Youth. Participants represented ILO tripartite partners, including Ministry of Labour, Migration and Youth, Ministry of Economy, National Statistical Committee, Social Fund, Federation of Trade Unions, Guild of Directors, National Confederation of Employers, Association of Light Industry “Legprom”, Academy of Public Administration, Kyrgyz National University, and GIZ. Facilitators presented ILO approach including the importance of developing policy incentives, establishing social dialogue in policy development and ensuring capacity building of informal economy actors and economic units, to encourage the movement out of informality. As a result, participants of the workshop improved understanding of the notion “Informal economy/informal employment”.

The project supported the Mission of the Chief Specialist of the Department for analysis and labour market forecasting of the State Employment Service of Armenia and the round-table in Bishkek, with the aim to **assess the needs of the Ministry of Youth, Labour and Employment (MoYLE)**³³ in regard to information collection and labour market analysis, and to present the Armenian experience on these issues.

3.5.3. Occupational Safety and Health

A first round of **Risk Assessment (RA) workshops** for five pilot enterprises was organized in Bishkek, together with the Guild of Directors (GD), and supported by FTUK, State Inspection on Environmental and Technical Safety under the Government (SIETS), and Ministry of Energy and Industry. In addition to RA issues at the enterprise level, the integration of ILO OSH 2001 Management System (MS) into the national OSH-related programmes and policies were discussed, and experts from Kazakhstan, Armenia and Korea presented the best practices of their countries. Special focus was made on economic aspects of OSH system (under the slogan “OSH is Good Business”).

As a result of the training, the participating enterprises have developed an **action plan on further steps for integrating OSH system at their respective work places**, including introduction of OSH Councils. With the support of KOSHA, a baseline **assessment of working conditions** in the five pilot enterprises was carried out. As a result of the visits, the enterprises were given recommendations on improvement of working conditions. The enterprises also decided to form working groups during the autumn for introduction of an OSH development programme. A **second workshop was carried out for the five pilot enterprises** in November 2012, according to OSH MS and the Finnish Workplace Safety and Health Observation Method “ELMERI”, together with GD. Two Kazakh trainers, who had previously participated in the ToT programme in Kazakhstan, were engaged as sub-regional experts. The companies were given homework to elaborate a set of OSH MS documents, to be reviewed at a follow-up seminar on internal audit in spring 2013. The cycle was planned to be continued with “RA and management at the enterprise level”. Those plans were not implemented and homework was not completed by the enterprises. Representatives of one of the participating enterprises who were interviewed for this evaluation explained that the

³² This workshop and the above mentioned seminar were described as “Activities that are not under certain pillars” in the semi-annual country report and were included into the ‘Pillar III’ (Social Security) activities in the Project monitoring system.

³³ In March 2013, the Ministry was renamed as Ministry of Labour, Migration and Youth (MoLMY) of Kyrgyz Republic.

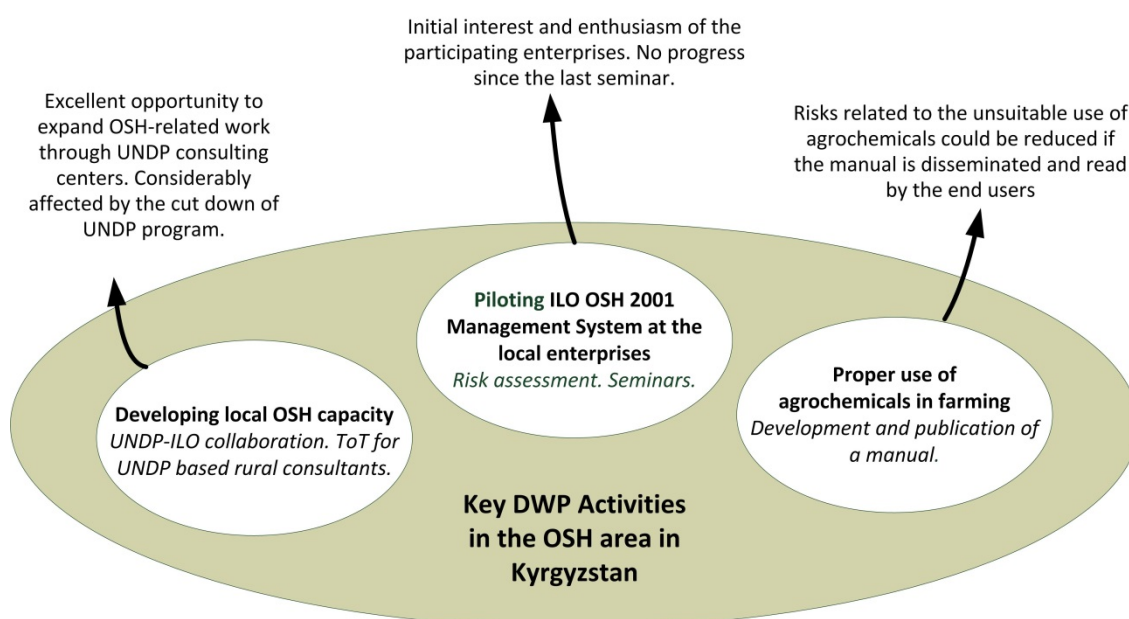
amount of paperwork needed to be done in order to implement ILO OSH 2001 Management System turned out to be too large, and implementation of the MS did not guarantee any tangible outcome for their enterprise (from their point of view). They also said that most likely the four other participants of this initiative faced a similar problem.

The problem with the use of pesticides in agriculture continues to be acute, indicated by a number of lethal accidents during the past few years, following incorrect handling. For awareness-raising reasons, the **WIND programme manual on the use of agrochemicals** was reprinted by the project in Kyrgyz and Russian languages, to be disseminated to farmers during up-coming seminars.

ToTs on local capacity-building for farmers were conducted, in co-operation with FTUK and UNDP Poverty Reduction Programme. Both trainings were facilitated by the national WIND working group, consisting of representatives of FTUK, SIETS and Rural Women's Association "Alga". The trainings included such topics as basic skills on proper handling of domestic animals and plants, disease prevention and treatment, handling storage of pesticides, women and child labour, etc.

WIND training for farmers was organised by the Project³⁴ for several hundred farmers from several dozen villages in Issyk-kul Oblast on improving working conditions. As a result of the training, an OSH responsible/specialist position (part-time) has been introduced in many villages, participating in the UNDP/ILO Issyk-kul Oblast programme. Three pilot villages were chosen (Issyk-kul, Naryn and Talas Oblasts), in which an OSH risk assessment (audit) process covering 100 family farms in each village was started. The aim was to establish a baseline, in regard to which a follow-up audit would be conducted in 2014, to see whether the situation improves. UNDP-ILO collaboration in the OSH area seemed to be very promising. ILO developed capacity of UNDP consultants, and the prospects were very optimistic for developing their work in the rural areas. But unfortunately the UNDP program was considerably cut down, and the ILO potential positive impact was consequently reduced.

Figure 11. Key DWP activities and contributions made in the area of OSH in Kyrgyzstan



³⁴ This work was done in cooperation with the "Delivering as One" joint ILO-UNDP Project "Improvement of agricultural production through strengthening of agricultural extension services and increased technical inputs". The project was financed from Multi-Partner Trust Fund (New York).

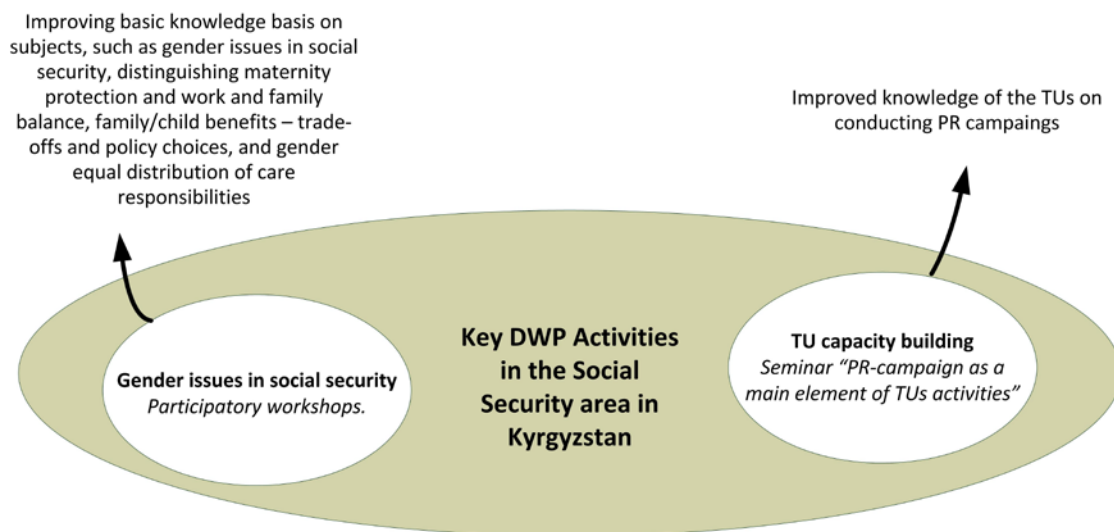
3.5.4. Social Security

“**Tripartite participatory gender mainstreaming trainings on social security**” were aimed at providing knowledge basis on subjects, such as gender issues in social security, distinguishing maternity protection and work and family balance, family/child benefits – trade-offs and policy choices, and gender equal distribution of care responsibilities. Furthermore, the training sessions provided a good opportunity to assess and further develop the capacity of the two Kyrgyz trainers, who had been trained at ITC in Turin. It turned out that both possess good capacity to run one-day trainings, and that future trainings in Kyrgyzstan can be run by local trainers.

A Maternity Protection Day was introduced in the Kyrgyz Republic as an impact of the ITC Turin training where a head of a unit of the Office of the President of Kyrgyz Republic participated. This official promoted the idea of establishing a Day of Maternity Protection with a reference to ILO Maternity Protection Conventions with the President of the country and a relevant decision was made.

The project also contributed to the summer school on maternity protection and work and family issues.

Figure 12. Key DWP activities and contributions made in the area of Social Security in Kyrgyzstan



3.5.5. Discussion of the DWP interventions and their results in Kyrgyzstan

All the activities implemented in Kyrgyzstan were in line with the Project strategic priorities and the needs and requests of the country constituents. But in some cases it is really difficult to attribute activity to a single ‘pillar’ (for instance, Informal Economy and Decent Work workshop) or to any ‘pillar’ (training on PR-campaigns for the TUs as part of social dialogue capacity building). It indicates that the existing project design is not quite relevant to the complex real life situation.

According to the beneficiaries and ILO partners, all the DWP activities were implemented in a professional manner. None of the respondents questioned the professionalism of ILO consultants and trainers who worked in Kyrgyzstan.

The number of activities implemented since the start of the project in 2010 (actually, since 2011) was rather limited, and most activities in each project strategic area were fragmented³⁵ – designed and implemented as stand-alone events or small projects, and not inter-related. Of course, thematically they were in line with the respective CPOs, but there was no real synergy: there was no result produced by those activities all together.

It is also important to mention that the scale of most activities was rather modest: one or two-day workshops, conferences, round tables, short study tours. Hence, it was especially important to involve the right people at the right time to achieve an effect.

Unfortunately, external factors that were not under the Project control caused serious problems with the effectiveness of some DWP interventions. Restructuring of the Labour Inspection required re-negotiation of the Project activities in the area of OSH with the new entities. Cut down of UNDP Poverty Reduction Program and - in particular - closure of its rural consulting centers in a number of regions decreased the effect of OSH capacity building intervention undertaken by the DWP.

Interestingly, staff turnover in the government has had some potentially positive effects for ILO. For instance, one of the DWP trainees who took training on OSH Risk Assessment in Turin and used to conduct Risk Assessment trainings and interventions on his own, was recently promoted and became State-Secretary of the State Inspection on Ecological and Technical Safety under the Government of Kyrgyzstan. As a result, ILO lost one of its best trainers in Kyrgyzstan (because this person cannot work in the capacity of ILO trainer any more), but acquired an important partner who is fully aware of the ILO agenda and principles.

Situation with the five pilot enterprises that were supposed to implement ILO OSH 2001 Management Systems is worrisome in terms of management. This was one of the very few initiatives under DWP that included a series of events: risk assessment, workshops for the enterprises, homework in between. The initial stages of this initiative were implemented successfully, and it seemed that all the parties involved were committed to complete the work. However, at some point in time the process stopped. The participating enterprises did not fulfil their homework, and the project did not continue working with them.

³⁵ The reasons for fragmentation of project activities are discussed in the sections 2 and 5 of this report.

3.6. Tajikistan

3.6.1. DWP inputs in Tajikistan

This section includes information on main DWP activities (inputs) related to Tajikistan.

Table 16. DW Project inputs in Tajikistan (Pillar I – Employment)

Total # of participants – no data

2013	A follow-up mission to the December 2012 fact-finding mission, in order to study and discuss a possible long-term support action plan to develop the basic labour statistics system of RT. Implementation of initial training activities
	Workshop on Social partnership in labour relations aimed at enhancing social dialogue on informal employment in Tajikistan, 5-6 July
2012	Fact-finding mission
	Assessment of PES, translation
	PES capacity building
	PES study tour to Lithuania (delegation from Taj)
2011	PES capacity building, collecting info, working out recommendations
	Participation in TOT Get Ahead
	Meeting and monitoring of SIYB training and baseline assessment field work
	Round table access to finance and women entrepreneurship

Table 17. DW Project inputs in Tajikistan (Pillar II – OSH)

Total # of participants – no data

2013	WIND trainings to be conducted by the Employers' Organization for local farmers
	OSH WD in Tajikistan, Dushanbe, held 27 April 13.
2012	Baseline assessment
	WIND seminars for Yavan region
	LI ToT on OSH and RA
	Working Group on preparation of the National OSH Programme for the Republic of Tajikistan in 2012.
2011	conference and enterprise visit with Korean OSH specialists
2010	Donor meeting, visit to Tavildara
	Support to Bee-keeping center (BKC)

Table 18. DW Project inputs in Tajikistan (Pillar III – Social Security)

Total # of participants - 445

2013	Social Protection Floor Training
	Tripartite participatory gender mainstreaming trainings on social security in Tajikistan
	Study tour to Bulgaria on employment injury insurance
2012	Three tripartite participatory gender mainstreaming trainings on social security in Tajikistan
	Reinforcement training for strengthening the capacities of potential training facilitator on balancing work and family
	National Seminar-workshop on Entrepreneurship Development for Women with disabilities and Women living with HIV in Tajikistan
	ITC course on Social Protection Floor
2011	Global product “Strengthening the Tripartite Governance of National Social Security and Social Protection Systems” Tajikistan and Kyrgyzstan
	Organization of social security training and participation in PAG meeting in Yerevan.
	Subregional seminar on maternity protection

	Test round training "Gender Dimensions of Social Security Reforms"
	Test-round of social security gender mainstreaming training in CIS countries"
	ILO/UNDP Joint Subregional Seminar on Improving Maternity Protection Systems for a Better Balanced Work and Family Responsibilities in Central Asia
2010	DW project PAG (donor)
	Consultations with the national stakeholders to finalize the analysis of national legislation to C183 in Tajikistan
	Reprint of the booklet "Combining your work and family responsibilities" (Tajikistan) - in Tajik language

The following three short subsections include key country specific findings from the mid-term DWP evaluation report³⁶ that covered Armenia, Kazakhstan and Tajikistan.

3.6.2. Employment

“The DW project 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.**”

In 2012-13, a Road Map on **modernising the Labour Market Information (LMI)** system was elaborated in collaboration with the MoL and initial capacity building trainings were conducted.

3.6.3. OSH

“The DW Project supported the tripartite 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 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.

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.

3.6.4. Social Security

“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.** Analysis of national legislation, e.g. review of the state of affairs on unemployment insurance in Tajikistan was drafted in 2011.

³⁶ Schwegler-Rohmeis, W. (2012). From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia. Mid-term evaluation report.: ILO.

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**. A sub-regional seminar on Improving Maternity Protection Systems for a better Balanced Work and Family Responsibilities in Central Asia was conducted together with UNDP in December 2011 in Dushanbe/Tajikistan.

3.7. Uzbekistan

3.1.1. DWP inputs in Uzbekistan

Table 19. DW Project inputs in Uzbekistan (Pillar II – OSH)

Total # of participants – 3,500

2013	15 OSH seminars
2012	12 OSH seminars for enterprises
	OSH publications
2011	OSH publications
	39 OSH seminars for enterprises
2010	Printing of OSH publications for the seminars

The ILO in Uzbekistan was represented only by the DW Project and only in relation to the thematic area of OSH. There is no ILO National Coordinator in the country and no Decent Work Country Programme.

The following reflections on the Project results in Uzbekistan are based on the technical reports and reports provided by the National Project Coordinator in Uzbekistan Mr. Unusov (2013).

The results achieved during nearly four years of the project implementation are related to individual, mainly large, enterprises at the regional level. The results are entirely attributable to the high interest to improve OSH, in light of the understanding of the enterprise management that increased productivity is closely related to OSH, and, accordingly, the modernisation of the OSH system.

Taking into account the context, in which the project operates, the level of progress achieved in 2010-2013 is quite successful. The main limiting factor is the absence of a national policy and reorientation of preventive actions of the legislative and regulatory framework accordingly, which form the main motivation in the area of OSH. Thus, the national policy level of labour protection in regard to OSH has not been affected by the activities of the project.

Since the results are related to individual enterprises, it is not possible to draw any conclusion in regard to system changes, i.e. the labour protection system as such remains at a very low level. However, since more than 100 (mainly) large enterprises have been going through training processes to improve OSH, it can be assumed that this had a positive extra-systemic quantitative effect. It may be further assumed that, although the project has affected only a small part of the (mainly) large enterprises in the country, among these are a lot of leading enterprises in regard to advanced technology production. This can have a positive long-term effect as an example for other companies, since participating companies do not exist in an information vacuum and communicate with each other in the membership associations and other organizations, and thus influence each other. However, at this point in time it is difficult to properly assess possible long-term development of OSH in the country.

4. Management aspects and the use of funds

4.1. DWP organizational arrangements

The project works with one international expert as its Chief Technical Advisor (CTA), a National Officer and one administrative/financial assistance staff members in Moscow. There are also five national project assistants and two national project coordinators, one in each country working actively in the DW Project. A team of Specialists from the ILO DWT/CO Moscow were the project team's technical backstop, especially in the areas of employment, OSH, and social security. Experts from the ILO headquarters in Geneva and, in special cases, outside experts, had also been engaged. The CTA is located in Moscow while the national project assistants/coordinators are placed in the target countries. Local professionals (often trained by the ILO) implemented some DWP activities, such as participatory trainings, in their respective countries.

Conclusion: the DWP organizational structure is very light and the organizational arrangements make perfect sense.

4.2. The workflow system

For a complex initiative such as the DWP it is essential:

- to document all activities in a timely manner and in a convenient format,
- to have all the documents well organized and easily available, and
- to keep records of all project activities and update them regularly.

The Project is very good at this, which greatly helped the conduct of this evaluation. Semi-annual and annual reports are comprehensive and informative. A practice that was particularly useful to this evaluation, let alone DWP management, was the use of three Excel worksheets—one for each project *pillar*—with information on all project activities, that can be filtered by criteria including year, type of activity, country, etc.

The only conceivable improvement would be to connect (link) the Excel worksheet activity records with their respective sets of documents, such as mission reports, seminar programs, lists of participants, etc. This may, however, require involvement of an IT professional.

Conclusion: the workflow system is well organized.

4.3. Use of DWP funds

In order to make a judgement about the efficiency of the Project one needs to decide what to compare this project with. The mid-term DWP evaluation report correctly stated: “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.”³⁷ Under such circumstances the basis for comparison may exist in another area. The reference point for comparability should be an *organization* whose nature is similar to the DWP.

As we mentioned in Chapter 2, the DWP includes the following types of activities:

- Consulting and training services provided for the national constituents
- Networking at the sub-regional and international levels and facilitation of cross-national exchange of knowledge

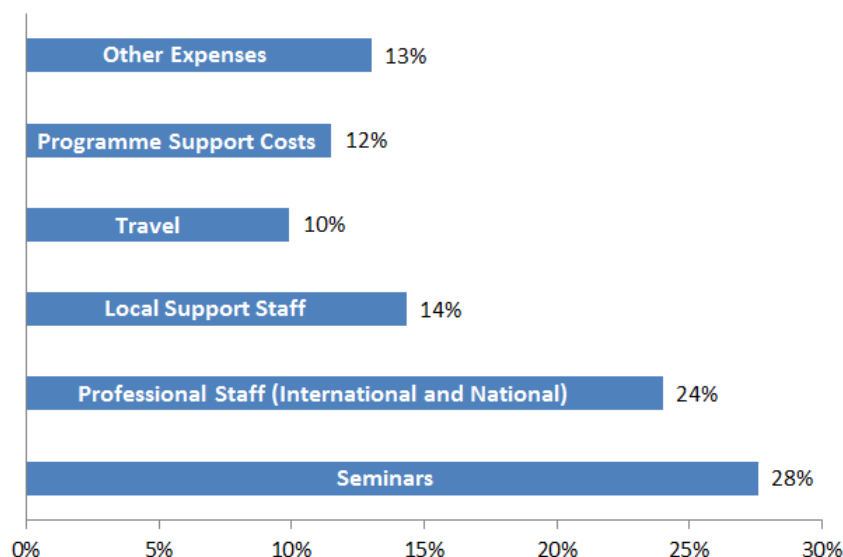
³⁷ Schwegler-Rohmeis, W. (2012). From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia. Mid-term evaluation report. ILO.

- ILO DW agenda positioning and promotion (marketing) in the region
- Providing support to activities and projects implemented by national constituents

It is reasonable to conclude that the DWP is predominantly a provider of consulting and training services and that its expenditures, therefore, could be compared with the expenditures of a consulting company.

Figure 13 shows the structure of DWP expenditures.³⁸

Figure 13. Structure of the DWP Expenses (as of December, 2012)



Note: The total of expenditures as of December 31, 2012 was \$3,436,363.

The costs of *seminars* and *professional staff* constitute the major part (52%) of the Project's budget. *Travel* costs (10%) can mostly be also considered as direct expenses related to service delivery. At least some of the *other expenses* can also be considered as direct expenses. Thus, direct expenses constitute 65–70% of the Project budget and the remaining indirect expenses total about 30–35% of the Project budget.

Dividing *indirect costs* by *direct costs* gives us an “overhead rate”³⁹ for the DWP that can be compared with the overhead rates of typical consulting companies.

The DWP overhead rate is between 43% and 46%⁴⁰. The overhead rates of consulting companies vary from 30%⁴¹ (for smaller firms) to 100–150%⁴² for larger firms. A fairly typical overhead rate for a consulting company is between 40% and 60%. The DWP overhead rate is at the lower end of this range for consultancies, while the Project worked internationally and used world-class experts, which is more like high-level international consultancies whose overhead rates are often at the higher end of this range.

*Conclusion: the use of DWP funds was efficient.*⁴³

³⁸ DWP Statement of Income and Expenditure as at 31 Dec 2012

³⁹ This term is used here as a metaphor for comparison but not as a legal one

⁴⁰ Involvement of the ILO technical specialists has not been estimated in this calculation, thus the figures cannot be considered 100% accurate: the actual “overhead rate” was even lower.

⁴¹ <http://www.captureplanning.com/articles/10827.cfm>

⁴² <http://www.deionassociates.com/setfee.htm>

⁴³ This is in line with the conclusion made in the mid-term evaluation report based on a different logical argumentation.

5. Main conclusions

5.1. Relevance

5.1.1. Project relevance to the needs of the countries

All three strategic priority areas of the Project (Employment, OSH and Social Security) were relevant in six out of eight countries. Project intents were not supported in Turkmenistan and were only partially supported in Uzbekistan - in the OSH area. There were many different factors limiting the scope of the project activities in those two countries. Some of those factors could be referred to the low relevance of the Project design for Uzbekistan and Turkmenistan. At the early stages of the Project implementation it became apparent that the assumptions made in the Project design stage had been unrealistic and that some important risks had not been taken into account. Some factors that negatively affected Project implementation in Uzbekistan and Turkmenistan were beyond Project control and could hardly have been foreseen at the design stage.

In the six actively participating countries, the Project was highly relevant and very flexible. Its design could be called *emergent* since many project activities were undertaken as a response to the emerging needs of the constituents, which was very good.

All of the project interventions were aligned with their respective country programmes and relevant CPOs since the Project's strategic priorities were harmonized with ILO strategy in the region and with DWCPs.

5.1.2. Relevance of the project description to the nature of the project

The traditional ways of presenting the DWP in terms of programs and projects, using logical frameworks and ILO RBM templates, did not work well. They were unable to adequately reflect the Project's intentions or represent the complicated and flexible nature of the Project's approaches. What has become apparent is that the approaches used to describe the Project could not accommodate the nature of the actual work being accomplished. This work:

- did not have a single goal and was rather fragmented⁴⁴;
- included ad hoc, non-programmatic activities; and
- was non-linear and to a great extent, adaptive.

5.2. Effectiveness

Project progress could not be fully measured against the expected results described in the Project documents, including the development goal, immediate objectives, and outcomes. These were too ambitious, did not accommodate the complex nature of the Project, and could not be interpreted in terms of actual Project achievements.

The Project succeeded in designing and implementing numerous interventions in its three priority areas that resulted in policy changes, capacity building at the institutional and individual levels, awareness raising, and behaviour changes. Many interventions were relatively small-scale, rather fragmented, and did not contribute to the achievement of a single result, even in the same country and related to the same *pillar*. This is why the effectiveness of each intervention should be judged separately. In some cases the effectiveness of project

⁴⁴ "Fragmentation" in this context is referred to the nature of the Project activities and does not have any negative connotation.

interventions was decreased by external factors, such as changes in government policies or government staff turnover, beyond the Project's control.

The overall conclusions are:

- all interventions were in line with Project strategic priorities and contributed to the respective outcomes
- all interventions were implemented in a professional manner
- most interventions were effective in producing their expected outputs
- most interventions were rather fragmented and limited synergetic effects were achieved

5.3. Efficiency and management arrangements

The DW Project organizational structure is very light and the organizational arrangements make perfect sense.

The Project workflow system is well-organized:

- all activities are documented in a timely manner and in a convenient format
- all the documents are well organized and easily available
- records of all project activities are carefully kept and updated regularly

DWP is predominantly an initiative providing *consulting and training services* and its expenses can be compared to those of a consulting company. The DWP *overhead* rate is between 43% and 46%. The overhead of consulting companies varies from 30% for smaller firms to 100%–150% for larger firms. A fairly typical overhead for a consulting company is between 40% and 60%. Although the DWP's overhead is closer to the lower end, the Project worked internationally and used world-class experts, which is more like a high-level international consultancy that has a higher-than-average overhead.

The use of DWP funds was efficient.⁴⁵

5.4. Sustainability

There were some cases in which the Project contributed to results that might be sustainable. An example is the formation of the National Tripartite Social Council on Safety and Health at Work in Azerbaijan. This result can indeed be durable but it cannot be described as a *DWP result* or even as an outcome to which DWP made the major contribution. Many parties were involved into this work and they were very explicit about their roles in establishing the Council.

In this sub-section we discuss only the results or effects *that were produced by the DWP or in which the DWP contribution was crucial*.

There were many instances in which the project effects at the individual level will likely be sustainable. These include attitude changes and capacity development of the people who participated in DWP events such as participatory trainings, workshops, and study tours. It is

⁴⁵ This is in line with the conclusion made on the basis of a different logical argument in the mid-term evaluation report.

likely that as many as several hundred individuals changed their attitudes as a result of a DWP intervention⁴⁶.

There were few instances in which DWP interventions lead to potentially sustainable changes at the organizational level. These were capacity building efforts aimed at ILO constituents (mainly the TUs); a timely OSH intervention in Georgia, where the mining companies appeared to be serious about strengthening their OSH systems; and OSH-related activity in Armenia and two other countries. About a dozen organizations may experience positive and durable effects of DWP interventions.

The DW Project contributed to a *number of initiatives that could have sustainable development results at the national level such as:*

- institutionalization of strategic decisions and establishment of a system for employment of persons with disabilities in Armenia
- ratification of ILO Conventions No. 156 (Workers with family responsibilities) and No. 183 (Maternity protection) in Azerbaijan and Kazakhstan
- implementation of OSH systems in the mining industry in Georgia
- development of the new Labour Code and new Employment Policy in Kyrgyzstan
- development of the new National Employment Policy 2020 in Kazakhstan
- formation of the National Tripartite Social Council on Safety and Health at Work in Azerbaijan
- modernization of the labour market information system in Tajikistan
- development of measures for employment formalization in Kyrgyzstan

5.5. Impact

The DW Project contributed to a number of initiatives that could have long-term development results such as:

- formation of the National Tripartite Social Council on Safety and Health at Work in Azerbaijan
- development of the National DW Country Profiles in Armenia and Azerbaijan
- development of the new National Employment Policy 2020 in Kazakhstan
- ratification of ILO Convention 183 and Convention 156 in Azerbaijan and Kazakhstan
- development of the new Labour Code in Kyrgyzstan
- improving OSH systems in farming in Kyrgyzstan
- implementing OSH systems in the mining industry in Georgia

In most cases these were situations in which DWP implemented timely and relatively small, but strategically important interventions that contributed to long-term development.

One more impact area that was mentioned by many interviewees and constituents in the course of this evaluation was maintaining the ILO's presence and promoting ILO DW agenda in the countries of the region—"keeping it warm" as one of the respondents said. The Project

⁴⁶ This estimation is conservative; it is based on the assumption that only part of over five thousand participants who have received training from the project changed their attitudes.

helped the ILO keep its position and sustain the possibility of long-term development results for both the ILO and the region.

In all of the cases mentioned above, the actual impact of DWP contributions will only become fully apparent in the longer term and would therefore be important to consider during the implementation of the next phase of the project which is envisaged for Kyrgyzstan and Tajikistan.

6. Main recommendations and lessons learned

6.1. Main recommendations

7. It is recommended to develop and implement future projects based on an adaptable approach. *The emergent design and adaptability of DWP activities* allowed the Project to meet the needs of the countries and constituents in a most effective and timely manner. These were DWP strengths and ILO DWT/CO should be consistent and explicit in developing and implementing such approaches.
8. The ILO DWT/CO should look for *more relevant formats to present complicated initiatives* like the DWP. Managing and presenting complex initiatives using simplistic linear approaches is like forcing “a square peg into a round hole.” *Systems thinking* models and *social innovation* techniques may prove to be particularly helpful by providing tools better suited to ILO’s more complex aims and interventions.
9. *When interventions are emergent and fragmented*, it is very important to *treat them as stand-alone projects with an explicit internal theory or logic*. If each intervention is based on its own theory, it will be easier for the ILO to see the potential synergies and to assess the overall effects of initiatives like DWP.
10. While using *logframes*, ILO DWT/CO should *pay special attention to the quality of the indicators used*. Currently, in many cases indicators look more like expected results, which can hardly be used to monitor project progress. Under these circumstances, one is forced to develop additional indicators to measure the existing indicators.⁴⁷
11. The ILO might *use the experience of consulting companies* in planning, organizing and assessing its own work, particularly the performance of its staff and contractors. The operating mode of the ILO DWT/CO is somewhat similar to the functioning of an international consulting unit. While fully acknowledging the unique setup and nonprofit nature of the ILO’s work, this analogy could be very fruitful, so ILO might discover some areas of competence that it wishes to develop further.
12. In evaluating the results of its work, the ILO should *make a distinction between countries’ progress in the Decent Work area and the actual results of its interventions*. ILO interventions include such activities as providing expert advice, training and capacity building with its constituents and partners. When implemented effectively, this *assistance* can contribute to countries’ progress in the Decent Work area, for instance, by raising constituents’ awareness in DW-related fields, increasing their knowledge, improving their skills, and affecting their attitudes. These results can be attributed to ILO activities. By contrast, results such as the development of a new *labour code* or a *national employment strategy* are produced by ILO constituents and other interested parties—with the *assistance* of the ILO described above. Hence, such results need to be described as a *countries’ progress in the Decent Work area, not the result of ILO interventions*. Judgements on the actual ILO contributions to the countries’ progress should be made after thorough evidence-based analysis.

⁴⁷ I chose just to mention this as a recommendation without an in-depth analysis in order to echo and confirm a similar recommendation from the mid-term evaluation report.

12.2. Lessons learned

Below are the lessons learned that might be useful in the future work and feed into the envisaged next phase of the project to the extent possible.

1. *The emergent design and adaptability of activities make it possible to meet the needs of the countries and constituents in a most effective and timely manner.*

When an ILO project implemented in such a dynamic sub-region as Eastern Europe and Central Asia is relatively long-term (several years), it is very likely that the situation in the sub-region and each of the countries will change substantially. Some of those changes simply may not be foreseen at the project design stage and some of them may occur due to the project. If the project is not adjusted to the changing environment and the emerging needs of the constituents, its effectiveness and relevance may seriously decrease.

Emergent design involves activities that can evolve over the course of a project in response to (a) what is learned during the initiative, or (b) new challenges that arise as a result of the initiative and/or other internal and external factors. Adaptability is the ability of the project to accommodate to changing circumstances. Emergent design increases a project's adaptability.

Donors play an important role in allowing projects to be adaptable. The extent to which a project may be changed in the course of its implementation should be negotiated with the donor as early as possible.

2. *Logical frameworks are capable of representing relatively simple initiatives, but are not capable of representing and therefore not appropriate for use with complex initiatives.*

This lesson learned from the Project under evaluation is consistent with the opinions of many theorists and practitioners that are presented in numerous publications emphasizing the limitations of Logical Framework Analysis (LFA). For example, Richard Hummelbrunner⁴⁸ from Austria points out that:

The use of LFA is least controversial in simple situations, where interventions can rely on proven tracks and can be modelled in a linear, mechanistic manner – although even under such conditions it should not be handled in a blue-print style. In complicated situations, involving multiple actors or dynamic contexts, however, LFA can only be applied with much caution and should be complemented with other methods that are better suited for these conditions. Furthermore, in complex situations, displaying recursive causality of emerging outcomes, LFA is best not used at all, as its fundamental assumptions are not appropriate and LFA will not work under such conditions.

3. *The experience of consulting companies may be useful to the ILO in planning, organizing, and assessing its own work.*

It is important for any organization to clearly define the nature of its own work. While acknowledging that the ILO is an explicitly political organization with a unique

⁴⁸ Hummelbrunner, R. (2010). Beyond logframe: Critique, Variations and Alternatives. In N. Fujita (Ed.), *Beyond Logframe; Using Systems Concepts in Evaluation*. Japan: Foundation for Advanced Studies on International Development, p. 31.

mandate and principles, in many instances ILO projects or offices “do business” as consulting companies. They identify partners (clients), assess their needs and provide professional technical advice to help clients solve their problems. Hence, the ILO may use the rich experience of the consulting industry, in terms of maintaining relationships with clients, developing and implementing proper business processes, and using the most relevant evaluation approaches—to improve its effectiveness.

Annex 1. Evaluation ToR

Terms of Reference. Final independent evaluation of the project.

Project Title: From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia (DW project) / RER 0905 FIN

Countries: South Caucasus: Armenia, Azerbaijan and Georgia

Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan

Sub-region: Eastern Europe and Central Asia

Lead Office: ILO Moscow

Duration: 35 months (February 2010 – December 2013)

Donor agency: Ministry for Foreign Affairs of Finland

Budget: \$ 5.2 million

National Counterparts: Ministries of Labour, Employers' Organizations and Trade Unions in the DW Project countries

Introduction and Rationale for Evaluation

The final independent evaluation of the DW project is undertaken in accordance with the project workplan and in line with the ILO Evaluation Policy (November 2005) and ILO policy guidelines for results-based evaluation⁴⁹ (2012) which provide for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work.

Due to the size of the budget the project is subject to two independent evaluations - a midterm (October 2012) and a final evaluation (scheduled for the end of 2013). The overall purpose of the Mid-Term Evaluation was to look for ways on how to improve project programming, for the remaining duration on the project. The overall purpose of the Final Independent Evaluation will be to look at the achievement of project results and outcomes, and on how the project concept could be improved for the future (i.e. applied to this and other regions of the world). The Final Evaluation will build on the findings of the Mid-Term Evaluation.

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 Decent Work Agenda (with or without formal Decent Work Country Programmes/DWCPs).

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.

⁴⁹ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations
http://www.ilo.org/eval/Evaluationguidance/WCMS_168289/lang--en/index.htm

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 2012-2015 (draft)
- Azerbaijan 2006-2009 and 2011-2015 (draft finalized, pending approvals)
- Kazakhstan 2010-2012
- Kyrgyzstan 2006-2009 and 2011-2014 (draft)
- Tajikistan 2011-2013

In the Project countries lacking a DWCP, Georgia and Uzbekistan, Project activities were carried out in accordance with the constituents' priorities, determined through consultations and social dialogue, based on the DW Agenda. In Turkmenistan, no activities were carried out in view of the difficult situation in the country.

Implementation strategy

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 effective social dialogue and knowledge management through a large expert network and the use of sub-regional and international best practices. The drive for such an integrated approach is unique and therefore represents both a major challenge and an opportunity.

For attaining a larger impact, the DW Project builds on achievements 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.

Wider collaboration at the sub-regional and country level

The Project is seeking wider collaboration with other relevant technical projects and parties, since this allows Project activities to have a greater impact and the chance to co-finance activities, thus leveraging the Project resources. For example, in 2011-12, there were a number of coordinated/co-financed activities in collaboration with the EU Twinning project and the WB in Azerbaijan (employment, OSH), UNDP Bratislava in Central Asia (maternity protection, and work and family balance), KOSHA of South Korea in Kyrgyzstan and Tajikistan (OSH).

Altogether, the DW Project contributes to the achievement of some 30 Country Programme Outcomes (CPOs)⁵⁰. The list of the main DW Project inputs/outputs can be found in Project Technical Progress Reports for 2011-2012.

The management set-up of the Project

Project activities are implemented by the Project Executive Team (PET) coordinated by Chief Technical Advisor (CTA) and comprised of the DWT/CO Moscow specialists on Employment, Occupational Safety and Health (tasks currently performed by a national officer, in the absence of an

⁵⁰ 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.

OSH specialist), Social Security. Other technical specialists (Employers, Workers, International Labour Standards) are closely involved into the Project as well.

There is a Project assistant in each of the DWCP countries of Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan and Tajikistan, who, in co-ordination with the ILO National Coordinator (NC) in each of these countries, assist in implementing Project activities. In countries without an ILO NC, there is a Project coordinator (Georgia, Uzbekistan). There is no Project representative in Turkmenistan, in the absence of activities in this country. In the DWT/CO Office in Moscow, the Project is supported by an administrative assistant.

The Project is keeping an active and constant dialogue with the tripartite constituents, before, during and after carrying out activities, which are practically always based on the DWCPs. Project activities overwhelmingly involve the tripartite constituents. In between the activities, dialogue is maintained in a more informal manner, mostly in the form of personal meetings by the local ILO (Project) staff.

The Project Advisory Board (PAB) consists of the PET and the Donor, the Ministry for Foreign Affairs of Finland. The main task of the PAB is to review the progress and evaluate strategic directions of the Project.

I. Purpose, scope and clients of the evaluation

The purpose of the evaluation is accountability, programme improvement and planning of the next steps, including the envisaged second phase of the project.

The objectives of the evaluation are to:

- a) Determine the extent to which the outcomes of the project have been achieved, the kind of changes produced, and the intended or unintended effects of the project;
- b) Obtain feedback from the national partners: what is working, what is not and why;
- c) Provide suggestions, recommendations to better target the next steps, future strategies and new areas of technical cooperation.

The evaluation covers the project as a whole, 2010 – 2013, in all three pillars. Since the main project results in Armenia, Kazakhstan and Tajikistan have been assessed during the field missions in the framework of the mid-term evaluation (October 2012), the final evaluation will extensively use the findings of the mid-term evaluation, and field research will therefore focus more on Kyrgyzstan, which is envisaged⁵¹ for the second phase of the project currently under preparation, as well as Georgia and Azerbaijan.

The evaluation will serve the following - external and internal - clients' groups:

- ILO tripartite constituents and national project partners
- The Donor
- ILO management and technical specialists (in the ILO /Moscow and cooperating departments at the Headquarters)
- Project staff

II. Evaluation Questions

The evaluation will address the following aspects of the project:

1. Relevance

- How relevant is the project to the particular needs and constraints of the target countries?
- Is there a fit between the project design and the direct beneficiaries' needs?
- How well has the project adapted during implementation?

⁵¹ Together with Tajikistan

- How the project supports Country Programmes (strategic policy frameworks)?
2. Effectiveness
 - What progress has the project made towards achieving its objectives?
 - Did the project produce the intended results?
 - How have stakeholders been involved in the implementation?
 - How many partners benefitted from the project, e.g., have been trained, improved skills, etc.?
 - Are constituents satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?
 - Have there been any resulting changes in constituents' capacities?
 - Has there been any additional demand created by the project? How does that influence/strengthen the outcomes?
 - To what extent has the project contributed to the implementation of the Decent Work Country Programmes?
 - How has the project promoted fundamental principles and rights at work and international labour standards? Was it effective in assisting the countries in translating such standards into national policies, programmes and results
 3. Efficiency and management arrangements
 - Have the resources been used in an efficient manner? (technical expertise, staff, time, information and other resources)
 - Has the project received adequate technical and administrative support from the ILO DWT/CO-Moscow, ILO HQ and partners?
 - Is the management structure adequate?
 4. Sustainability
 - What is the likelihood of sustainability of outcomes? Are the results and benefits likely to be durable?
 - Are the national partners able to continue the project agenda and results after the end of the project (capacity of people and institutions, laws, policies)?
 - What more should be done to improve sustainability? What is needed to leave sustainable results in the particular thematic areas addressed by the project?
 5. Impact
 - Is the project likely to have a tangible impact on target groups, systems, institutions?
 6. Lessons learned
 - What are the main lessons learned, good practices, innovations? What were the key factors of success?
 - Are there any areas where difficulties are being experienced? What are the reasons? Are there any alternative strategies which would have been more effective?
 7. Recommendations:
 - Are there any suggestions, recommendations for further programming?
 - What would be the most appropriate next steps, future priorities?

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

III. Methodology

Document Review: The evaluator will review project background materials before conducting any interviews or trips to the region:

- Decent Work Country Programmes
- Country Briefs, National Policy Documents
- Decent Work Country Profiles (Armenia, Azerbaijan)
- Project Document
- Logical Framework
- Work plans
- TORs
- Progress reports
- DW project Mid-Term Evaluation report
- Wider Europe Initiative (WEI) mid-term evaluation report
- Surveys, studies, analytical papers produced
- Reports on specific activities
- Training tools and service packages used and/or produced
- Publications and promo materials
- Mission reports
- PRODOC for the second phase of the project (advanced draft as of June 2013 or the most recent version by the time of the evaluation)

Planning Meeting and Briefing: The evaluator will have a pre-trip consultation with the ILO representatives, Specialists and project team in Moscow. The objective of the meeting is to reach a common understanding regarding the status of the project, the project background and materials, the follow-up on the findings of the midterm evaluation, priority assessment questions, available data sources and data collection instruments and the structure of the final evaluation report.

Individual Interviews and/or Group Interviews: Individual or group interviews will be conducted with the following:

- a. Project Executive Team members, Project Staff, ILO National Coordinators and other relevant ILO staff
- b. Representatives from the following groups:
 - National Project Steering Committees members and constituents
 - Government staff who have worked with the project, i.e. from National Statistical Offices (Azerbaijan)
 - Employers, unions, NGO's, individual experts who have received training or otherwise worked with the project
 - UN (including 'One UN'), other development agencies in the countries
 - Where pertinent – representatives of ultimate beneficiaries of the project, e.g., workers who have participated in training or directly benefited from the project through pilot activities⁵².

Field Visits: Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

Debrief in the Field: The final day of the field visits, the evaluator will present preliminary findings to the constituents and the ILO field staff.

Post-Trip Debriefing: Upon completion of the report, the evaluator will provide a debriefing at the ILO/Moscow on evaluation findings, conclusions and recommendations.

⁵² 'The ultimate beneficiaries of the project are female and male workers both in formal and informal economy in capital cities, in smaller towns and in the rural areas who should all benefit from an integrated, more effective and engendered policy response to achieving decent and productive work in times of crisis (see PRODOC). The design of the project is such that there are no direct contacts with workers, however there are select components, where they have contacts with workers through project pilots. Whenever possible it would be useful to interview them, in order to get feedback on how they assess services provided to them, training or advice they have received, information materials, etc.

IV. Main Outputs (Deliverables)

- A. Initial Draft Report in English (in electronic format);
- B. Final Report in English (in electronic format);
- C. Translation of essential parts of the Final Report into Russian (to be arranged by the project).

Suggested Report Format

The final version of the report will follow the below format⁵³ and be in the range of 30 – 40 pages in length, excluding the annexes:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Background and Project Description
6. Purpose, scope and clients of Evaluation
7. Methodology
8. Project Status (or review of implementation)
9. Findings (organized by evaluation criteria)
10. Conclusions, Lessons Learned, Recommendations
11. Annexes (TOR, list of interviews, meetings' notes, relevant country information and documents)

V. Management Arrangements

EVALUATION TEAM

The evaluation team will be comprised of: (i) one External Evaluator (team leader) and (ii) possibly one in-country representative in each of the countries who will provide interpretation and inputs as necessary and appropriate.

REQUIREMENTS

The External Evaluator will have extensive experience in the evaluation of development or social interventions, i.e. in the UN system, an understanding of the ILO's mandate, tripartite culture, the Decent Work Agenda and the role of International Labour Standards as a means of achieving DW objectives and promoting fundamental principles and rights at work.

The External Evaluator should have an advanced degree in economics or social sciences, expertise in evaluation methods, expertise in the subject matters covered by the project. Knowledge of the CIS region and research history in the region would be preferable.

Full command of English is required. Working knowledge of Russian and/or other national languages would be an advantage.

The Evaluator 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 System⁵⁴.

⁵³ Please refer to the ILO Evaluation Unit checklist for formatting requirements at http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

⁵⁴ <http://www.unevaluation.org/uneqcodeofconduct>

ROLES AND RESPONSIBILITIES

The External Evaluator is responsible for conducting the evaluation according to the 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 document, progress reports)
- Develop and implement the assessment methodology (i.e., prepare interview guides, conduct interviews, review documents) to answer the assessment questions
- Conduct preparatory consultations with the ILO prior to the assessment mission
- Prepare an initial draft of the assessment report
- Conduct briefing on findings, conclusions and recommendation of the assessment
- Prepare a final report based on comments obtained on the initial draft report

The Evaluation Manager is responsible for:

- Drafting the TOR
- Finalizing the TOR with input from colleagues
- Preparing a short list of candidates for submission for senior management approval
- Hiring the consultant
- Providing the consultant with the project background materials
- Participating in preparatory meeting prior to the assessment mission
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents)
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback
- Reviewing the final draft of the report
- Disseminating the final report to all the stakeholders
- Coordinating follow-up as necessary

The Project Manager (CTA) is responsible for:

- Reviewing the draft TOR and providing input, as necessary
- Providing project background materials, including surveys, studies, analytical papers, reports, tools, publications produced
- Participating in preparatory meeting prior to the assessment mission
- Scheduling all meetings
- Reviewing and providing comments on the assessment report
- Participating in debriefing on findings, conclusions, and recommendations

TIMEFRAME

The following is a tentative schedule of tasks and anticipated duration of each:

(1) Desk research: 5 days

(2) Field research: 13 days

Monday-Tuesday Briefings with the ILO/Moscow, Evaluation Manager, CTA, technical specialists

Wednesday Travel to Tbilisi (and preparation of meetings)

Thursday-Friday Meetings in Georgia

Saturday	Travel to Baku (and preparation of meetings)
Monday-Tuesday	Meetings in Azerbaijan
Wednesday	Travel to Bishkek (and preparation of meetings)
Thursday-Friday	Meetings in Kyrgyzstan
Saturday	Travel to home country (and preliminary summarizing of findings)
(3) Initial Draft Evaluation Report	8 days
(4) De-briefing at ILO/Moscow (09.00-16.00)	1 days
(4) Finalization of Evaluation Report	3 days

Work days in total: 29

Overall duration: 5 weeks, starting from the beginning of November 2013

Annex 2. People interviewed

Azerbaijan

1. Arif Bagir Ibrahimov, Senior Specialist, Azerbaijan Trade Union Confederation
2. Chingiz Tagiev, Chief of Department of Protection of the Workers' Labour, Social and Economic Rights, Azerbaijan Trade Union Confederation
3. Elnur Alakbarov, Head of International Relations and Business Development Department, National Confederation of Entrepreneurs (Employers') Organizations of the RA
4. Elnur Sultanov, Chief of Social Protection Policy Department, Ministry of Labour and Social Protection of the RA
5. Isa Gasanov, Head of Department of Labour Market and Statistics, Ministry of Labour and Social Protection of the RA
6. Javanshir Alkhazov, Vice-President, National Confederation of Entrepreneurs (Employers') Organizations of the RA
7. Khalig Ilyasov, Head of International Relations Department, Ministry of Labour and Social Protection of Population
8. Mageramov Abulfat, Deputy Head of Department of Labour Policy, Ministry of Labour and Social Protection of the RA
9. Mammadali Mammadaliyev, Secretary General, National Confederation of Entrepreneurs (Employers) of the RA
10. Mammed Musayev, President, National Confederation of Entrepreneurs (Employers') Organizations of the RA
11. Mohammedali Efendiyev, Secretary General, National Confederation of Entrepreneurs (Employers') Organizations of the RA
12. Nizami Ibragim Ogly Akhmedov, Sector of Internal Control and Information, State Inspection of Labour, Ministry of Labour and Social Protection of the RA
13. Yashar Hamzayev, ILO National Coordinator in Azerbaijan
14. Zaur Aliyev, Deputy Head, International Relations Department, Ministry of Labour and Social Protection of the RA

Georgia

15. Gocha Aleksandria, DW Project Coordinator
16. Lasha Bliadze, Assistant to the GTUC President
17. Elza Jgerenaia, economic analytical department, GTUC
18. Magdana Maruashvili, GTUC Coordinator of Educational Activities
19. Eteri Matureli, GTUC Vice-president
20. Tamaz Dolaberidze, Member of the GTUC Board, President of the Metalworkers, Miners and Chemical Industry Workers Trade Union
21. Nikoloz Kakashvili, GTUC Occupational Health and Safety Specialist
22. Misha Kordzakhia, Georgian Employers' Association (GEA) Vice-president

23. Mariam Tarasashvili, Head of Social Dialogue Unit, Department of Labour and Employment Policy, Ministry of Labour, Health and Social Affairs
24. Ana Kvernadze, Senior Specialist at Employment Unit, Department of Labour and Employment Policy, Ministry of Labour, Health and Social Affairs
25. Konstantin Nanobashvili, GEA Executive Director
26. Lasha Labadze, GEA Senior Specialist

Kyrgyzstan

27. Aida Azhikhodzhaeva, Head of Employment Policy Department, Ministry of Labour, Migration and Youth
28. Asel Dunganaeva, WIND Trainer
29. Bolotbek Orokov, ILO National Coordinator
30. Dinara Toktobaeva, ILO DW Project Assistant
31. Elmira Dunganaeva, General Secretary, National Confederation of Employers
32. Gilmira Kasymalieva, Head of Salary Reform Department, Ministry of Labour, Migration and Youth
33. Jeenbek Osmonaliev, Chairman, Trade Union of Agro-Industrial Complex's Workers of Kyrgyz Republic
34. Kairgul Sadybakasova, free-lance trainer and consultant
35. Lamanov Murafidin, farmer and veterinary, WIND trainee
36. Natalia Kim, Guild of Directors, Deputy Director (Safety at the Work Place), Tash-Temir Concrete Plant
37. Nikolay Pak, Guild of Directors, Advisor to the Chairman of the Board, Tash-Temir Concrete Plant
38. Nurlan Atakhanov, ex-coordinator of UNDP poverty reduction program
39. Rysgul Babaeva, Federation of Trade Unions of Kyrgyzstan
40. Samarbek Japarakunov, Vice President, National Confederation of Employers
41. Talaibek Asylbekov, State-Secretary of State Inspection on Ecological and Technical Safety under the Government of Kyrgyzstan
42. Temirbek N. Djanaliev, the First Deputy of Chairman, Federation of Trade Unions of Kyrgyzstan

Moscow, ILO office

43. Jelena Kocmur, Senior Specialist for Employers' Activities
44. Mariko Ouchi, Senior Social Security Specialist
45. Olga Koulaeva, Senior Employment Specialist
46. Oxana Gerasimova, Subregional Occupational Safety and Health Coordinator
47. Rolf Buchel, Chief Technical Advisor
48. Sergeyus Glovackas, Senior Specialist for Workers' Activities
49. Irina Melekh, Programming Officer

Annex 3. List of key documents studied

1. Action plan for modernization of Unions in Kyrgyzstan, 2013
2. Conference programme on safety and health in Baku, September 2012
3. Decent Work Country Profile AZERBAIJAN
4. Decision of the Federation of Unions of Kyrgyzstan, 2013
5. Draft working programme for the Mission in Tbilisi on 5-7 March 2013 of Ms. Nijolè Dilbienè, ILO expert
6. Draft working programme for the Mission in Tbilisi on 5-9 November 2012 of Ms. Nijolè Dilbienè, ILO expert
7. DW Project Brief, 2010
8. DW Project Document, 2010
9. From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia. Mid-term evaluation report. 2012
10. From the Crisis towards Decent and Safe Jobs, DW Progress Report, 2010
11. GTUC letter to ILO Regional Office, 2012
12. Improvement of Tbilisi MES capacity and cooperation with GEA and GTUC, 2012 (presentation)
13. Labour market inclusion of persons with disabilities (List of participants) Workshop at ILO Training Centre on 23/04/2012 – 27/04/2012
14. Labour market inclusion of persons with disabilities ILO International Training Centre, 2012
15. Letter from Deputy Head of the Union from Azerbaijan, 2013
16. Lists of participants at various events such as presentations, conferences, round-tables, trainings, seminars.
17. Measuring Decent Work: Challenges and Opportunities, 2012
18. Mid-Term Evaluation of the Wider Europe Initiative Report. 2012
19. Mid-Term Evaluation of the Wider Europe Initiative, 2012
20. Mission programs and reports on the missions results from international consultants.
21. Reports on Study tours.
22. Programme Implementation Report (IR) 2012-13
23. Report on Mid-term Independent Evaluation of DW Project, 2012
24. Semi-annual reports from the Country Project Assistants, 2013
25. Some information on planned phase II interventions, 2011 (?)
26. Tbilisi Labour Market Study and Analysis
27. Technical Co-Operation Progress Report For 2011, April 2012
28. Technical Co-Operation Progress Report For 2012
29. Training programs, handouts, reports on the training results.

DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

The **Development Objective** of the project is to support employment security in society and to promote sustainable social development, through the implementation of DWCPs and the Decent Work Agenda, taking into account the priorities set by the tripartite constituents in each of the project countries.

The project rationale rests on and the 3 project pillars have been defined, based on the following 3 **Immediate Objectives**:

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

(Note: most of the indicators formulations are based on ILO Strategic Framework CPOs – pipeline and target).

Project outcomes	Verifiable indicators	Countries (and related CPO outcomes)	Baseline 2010	Targets 2013	Sources and means of verification	Achieved 2010-2011	Achieved 2012	Achieved 2013	Overall result/ comments
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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 KGZ129 - Labour market & employment promotion policies and programmes	Outdated legislation and lack of adequate policies	(a) At least one new policy document designed & implemented in at least 2 countries, with ILO support	MoL, texts in documents endorsed by the Government		<u>ARM:</u> “2013-2018 Employment Strategy” adopted, with ILO support (2012)		ARM “2013-2018 Employment Strategy” adopted, with ILO support
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DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

		developed and being implemented on the basis of tri-partite dialogue							
	1.1.2. Labour market information & analysis systems put in place or strengthened, and information on national labour market trends disseminated	AZE101 - National constituents increased institutional capacities to strengthen and maintain LMI system KAZ156 - National constituents increase their capacity to collect and analyze labour market information	Systems non-functional or outdated; not adequate in regard to the new realities of the labour market and policy-making	(b) At least one existing system is strengthened	MoL, Statistical Committee or Agency	<u>KGZ:</u> Assessment with recommend. on reporting on MDG 1B targets (<i>Achieving full and productive employment and DW for all</i>) "Employment Program. 2020" (2011)	<u>AZE:</u> Assessment of existing labour data with recomm. for improved Labour Force Survey (LFS) questionnaire, better corresponding to LM situation (2012)	<u>KGZ:</u> Introductory training of PES capacity on LM analysis & forecasting, using ARM experience (Oct.) <u>TJK:</u> Senior labour statistics producers and users strengthened on LM analysis & fore-casting (Mar.) (2013)	TJK capacity strengthened to make more qualitative analysis & forecasting; AZE & KGZ capacities strengthened to some degree
	1.1.3. Increasing employment content of investments in employment-intensive infra-structure programmes (EIIP) for local development	KGZ131 - The capacity of constituents to develop and implement EIIP enhanced	Lack of investments; infra-structure destroyed, due to political unrest	(c) Constituents have acquired skills & knowledge to design & implement EIIPs	MoL, municipal authorities		<u>KGZ:</u> Constituents have started to apply EIIP ILO SCORE technologies in training projects for participating enterprises.		Constituents have acquired some enhanced skills and knowledge, but uncertain how this is implemented
	1.1.4. Governments,	KAZ153 Policies &	So far no action taken	(d) At least one initiative in	Representatives of constituents'		<u>KAZ:</u> Action plan with	<u>KGZ:</u> Process	KGZ & KAZ TUs have

DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

	Employers' organizations and/or Trade Unions have taken initiatives in policy areas that facilitate transition from informal to formal employment	measures elaborated to facilitate transition from informal to formal employment SMO129 - Policy initiatives adopted that facilitate transition from informal to formal employment		policy area taken by a constituent	organizations		<p>TUs for SMEs, commerce, public services, regarding unionization of in-formal workers and beginning of social dialogue (2012)</p> <p><u>KGZ:</u> Agreement between TUs for street vendors, minibuses, drivers, textile workers, and market adm. & municipalities (2012)</p> <p><u>TJK:</u> Task Force for TUs of commerce, trans-port, agriculture (2012)</p>	<p>initiated on formulation of TU active position on informal employment, following sub-reg. conference in Issyk-Kul (July) & KGZ & GEO TU sign coop. agreement (2013)</p> <p><u>Sub-region:</u> Conference in SPb for tripartite const. of sub-reg. on informal sector of economy, with aim to share results of studies conducted (Nov. 2013)</p> <p><u>Sub-region:</u> Conference for EO of sub-reg. in SPb, with aim to enhance social dialogue capacity, necessary to start working on informal employment (Nov.) (2013)</p>	<p>adopted action plan on employment formalization; KGZ TU is initiating forming of active position on this</p>
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DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

<p>Outcome 1.2.</p> <p>Skills development for increased employability</p> <p>– in regard to workers, competitiveness of enterprises, and inclusiveness of growth</p>	<p>1.2.1. Relevant adaptation accessible to persons with disabilities</p>	<p>ARM151 - Decent employment opportunities and competitiveness of young women and men in the labour market increased.</p> <p>ARM152 - Enhanced DW opportunities and increased employ-ability of marginalized groups.</p> <p>AZE102 – Better integration of people with disabilities and other vulnerable groups in the LM.</p>	<p>Very limited access to skills' development programmes for people with disabilities</p>	<p>(a) At least one country has enhanced employability for persons with disabilities</p>	<p>MoL, PES</p>	<p><u>ARM:</u> “State Program-me on Adaptation of Work Places” (<i>impl. on a yearly basis, so far in 2011 and 2012</i>) (2011)</p>	<p><u>ARM:</u> Individual adaptation of 5 pilot work places for persons with disabilities, which will allow them to develop individual approach (Aug.)</p> <p><u>AZE:</u> Awareness-raising of constituents (particip. in disability inclusion course in Turin) (2012)</p> <p><u>Sub-region:</u> “Policy Advisory Report on Vocational Rehabilitation of People with Disabilities” (2012)</p>	<p><u>ARM:</u> Training of a pilot labour- & medical-oriented team (Apr.), which will allow them to develop this integration & production of 5 min. documentary film on disability inclusion (2013)</p>	<p>ARM has enhanced employability for persons with disabilities</p>
	<p>1.2.2. PES strengthened to deliver on employment policy objectives</p>	<p>TJK128 - Increased institutional capacities of PES, including capacity to analyze, monitor and</p>	<p>Employment services in need of capacity-building, in line with modern standards</p>	<p>(b) At least two employment centers effectively delivering on policy objectives</p>	<p>NES reports; expert inter-views; capacity-building training reports</p>	<p><u>AZE:</u> Study trip to Norwegian PES and experience presented at intl. PES conf. in Baku are</p>	<p><u>GEO:</u> Tbilisi municipal PES started to improve services (<i>Apparatus of the Minister for</i></p>	<p><u>AZE:</u> Study & recommendations on bringing skill supply in line with LM demand (Feb.) & presented at</p>	<p>PES in AZE & TJK given basic tools, which enhance their capacities to deliver on employment policy</p>

DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

		apply LM information GEO127 – Increased institutional capacities of PES, including capacity to analyze, monitor and apply LM information				inputs in PES modernizing process (2011) <u>KAZ:</u> Regional PES reestablished within the “Employment Program. 2020” (2011)	<i>Employment reestablished</i> (2012) <u>TJK:</u> Study trip to Lithuanian PES and sub-regional training are inputs in PES modernizing process (2012)	seminar (Nov.) (2013) <u>Sub-region:</u> Conference in Almaty for PES of sub-reg., with aim to share best practices (Sep. 2013)	objectives; it is assumed that they will make active use of this
	1.2.3. Policies and programmes to promote productive employment and DW for young people developed and implemented	AZE106- Youth employment (YE) prioritized by constituents in national development programmes.	Although YE is considered to be an urgent priority, it has not been properly addressed in national development programmes	(c) YE included in policy action plan and ALMP for youth designed & implemented in at least one country	MoL; State Employment Agency; Government reports & official publications		<u>AZE:</u> 2 concrete pilot projects for employment of disadvantaged youth formulated and sent to MinLab (2012)	<u>AZE:</u> MoL decided to implement re-recommended pilots within , new ILO Youth employment promotion project (2013)	AZE has decided to pilot 2 projects, which could become part of elaboration process of ALMP

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	Entrepreneurship promotion measures not included in the national policy framework No policies on Women Entrepreneurship Development (WED) Presence of a “Start & Improve Your Business”	(a) Reform measures taken towards the creation of an enabling environment in KGZ	MoL; PES; Government reports	<u>KGZ:</u> Mission on developing an enabling environment for sustainable enterprises (EESE)	<u>KGZ:</u> Following draft EESE assessment presented to constituents, enterprises & intl. organizations, it was decided to integrate findings & ILO SCORE (Sustaining competitive & responsible		KGZ EESE integrated in textile export policy & ITC projects
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DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

			(SIYB) network				enterprises) methodology into textile sector export policy; in subsequent discussions w. EBRD & ITC projects, they decided to incorporate SCORE modules into their project training programmes for participating enterprises (March 2012)		
	1.3.2. Policies adopted that integrate the principles of the Tripartite MNE Declaration of Principles, concerning Multi-national Enterprises and Social Policy.	AZE105 - Principles of ILO MNE Declaration promo-ted through social dialogue, with transnational companies and integrated in their policies	Principles of the Declaration not yet integrated	(b) Relevant policy will be adopted by at least one multinational company	MoL; social partners organizations		<u>AZE</u> : ILO/Actrav sub-regional seminar on ILO MNE Declaration (2012)		Not fulfilled

Immediate objective 2: Working conditions will be improved

Outcome 2.1. National OSH systems developed and	(a) National OSH programmes developed and	ARM101 - National OSH system including LI,	National OSH systems in need of modernization,	(a) National OSH programme elaborated in at least one	National OSH authorities; LI; MoL; social partners	<u>Sub-region:</u> Dissemination of sub-regional best practices	<u>Sub-region:</u> Dissem. of sub-reg. best practices	<u>KAZ:</u> OSH training for oil sector regional TUs	
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DW PROJECT PHASE I RESULTS MATRIX – 2010-2013

implemented	<p>implementation started</p> <p>(b) Capacity-building of Labour inspection (LI) OSH centers & institutions (trainers, material developers, advisory capacities) developed</p> <p>(c) OSH training material (OSH management systems, risk assessment) & course curricula developed & taken into use for a variety of target groups, utilizing EU and Finnish manuals</p> <p>(d) Labour inspection & OSH specialists better trained & strengthened in “OSH and HIV/AIDS” issues</p> <p>(e) Regional cooperation of LI enhanced, to effectively support modernization</p>	<p>further developed on a tripartite basis, in accordance with ILO standards</p> <p>AZE154 – National OSH system modernized and improved, in line with inter-national labour standards</p> <p>TJK154 – OSH national programmes and systems further improved, including modernization of LI</p> <p>ARM102 - Tripartite constituents' capacity to develop policies addressing HIV/AIDS in work-place is increased</p> <p>KAZ128 - Tripartite constituents develop policies on HIV/AIDS in the</p>	<p>to be in compliance with international standards & best practices</p>	<p>country</p> <p>(b) Tripartite National OSH council created & developed in at least one country</p> <p>(c) Modernization of LI in at least one country, using new preventive approach</p>		<p>through Regional Alliance of Labour Inspectorate (RALI) conferences in Baku (twice), Moscow (2011)</p> <p><u>ARM:</u> Creation of a Natl. OSH Council; overall inspection reform with MinEco - analysis & recomm. OSH legislation.; modernization of LI (trainings); ToT in OSH + HIV (2011)</p> <p><u>AZE:</u> Up-date Natl. OSH Profile; modernization of LI based on WB & Twinning projects (trainings; ILO in joint steering group) (2011)</p> <p><u>GEO:</u> Agreement GTUC-GEA on implem. of ILO-OSH 2001, cap -build. of GTUC & GEA (2011)</p> <p><u>KAZ:</u></p>	<p>through Regional Alliance of Labour Inspectorate (RALI) conferences in Baku & Moscow, KIOSH in Astana with part. of LI from ARM, AZE, KAZ, KGZ, TJK (2012)</p> <p><u>ARM:</u> MinEcon finalizing reform of inspection ser-vices (incl. LI); Annual Social Partnership Conference (2012)</p> <p><u>AZE:</u> Creation of a Natl. OSH Council - developing its working forms (study visit to Latvia); involvement in Twinning project on LI modernization (2012)</p> <p><u>KAZ:</u> Constituents started dev.</p>	<p>“Towards effective OSH: more active prevention & consultation with workers” (2013)</p>	
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	& improvement of national OSH systems, including LI	work-place TJK152 - Tripartite constituents' capacity to develop policies addressing HIV/AIDS in the work-place is increased				OSH parts in Labour Code improved; 4 addit. OSH standards approved; intro duct. of OSH MS certification system (2011) <u>KGZ:</u> Modernization of LI & creation of LI OSH training centre (<i>LI became part of State Tech. & Eco Insp. with loss of competencies in 2011</i>) (2011) <u>TJK:</u> Working group set up to elab. Natl. OSH Progr. & C187; modernization of LI & its training centre started (2011)	Natl. OSH Concept with ILO support; LI readiness on HIV/AIDS improved (2012) <u>TJK:</u> Natl. OSH programme approved; ToT for LI staff on OSH MS & migration issues (2012)		
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Outcome 2.2. Management systems and tools to improve working conditions	(a) Social partners, enterprises & OSH specialists & institutions are trained in OSH management systems, risk assessment &	AZE151 - Working conditions in selected economic sectors improved through social dialogue KAZ155 -	Enterprises have not yet started implementing OSH management systems Rural communities lacking	(a) ILO OSH management systems introduced & developed in pilot enterprises in at least two countries (b) WIND	LI; social partners; enterprises' management and safety representatives	<u>ARM:</u> OSH cap.-build. of RUEA & its OSH centre; introduction of WIND with Agro-TU (2011) <u>KAZ:</u> Cap.-build. of	<u>ARM:</u> RUEA uses ILO & Finnish material on OSH and RA in training services; RUEA introduced OSH MS (ILO OSH 2001) at 5 pilot	<u>ARM:</u> RUEA started capacity-building of regional associations, with the aim to create regional OSH excellence	
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<p>social dialogue on OSH</p> <p>(b) Selected enterprises start implementing modern OSH management systems</p> <p>(c) National & regional best practices for prevention are promoted in the countries to achieve a multiplier effect</p>	<p>Introduction of OSH management system at large enterprises & selected high-risk sectors to ensure safe working conditions.</p> <p>KGZ151 - Working conditions in selected economic sectors are improved through social dialogue</p> <p>KGZ 152 - National OSH system further developed, in conformity with ILO standards</p> <p>TJK155 - Working conditions in selected economic sectors improved through social dialogue</p> <p>UZB127 - National and enterprise level OSH systems (ILO-OSH 2001) introduced, based on social</p>	<p>resources (financial, tools & knowledge) to improve working conditions</p> <p>SMEs are suffering from poor working conditions and low productivity, due to lack of experience & limited resources</p>	<p>programmes introduced & developed in at least two countries</p>		<p>social partners; awareness-raising in oil/gas sector (2011)</p> <p>KGZ: WIND consolidation of natl. network with MinAgro & UNDP of local farmers at pilot villages (because of Min. reorganization in 2011 many trainers lost); HIV awareness-raising (2011)</p> <p>TJK: Cap.-build. of soc. partn. on OSH MS; WIND consolidation train. Tavildara Centre & Yavan (2011)</p> <p>UZB: OSH + soc. partnership build. at enterprise level (25-30 seminars per year on MS in metallurgy, chemical, aircraft sectors (2011)</p>	<p>enterprises (2012)</p> <p>AZE: Awareness-raising of OSH in construction (OSH MS & RA seminars) (2012)</p> <p>GEO: OSH committee (limited functions) created at Tkibuli mines (GTUC seminars improve working cond. on future bi-partite comm. on procedures, social partnership and RA; Pilot companies in process of being chosen in Kutaisi with GEA+ GTUC+ Reg. Adm. (2012)</p> <p>KAZ: Process of introducing OSH MS is going on country-wide (2012)</p> <p>KGZ: 5 enterprises introducing OSH MS (ILO-OSH</p>	<p>centres; Agriculture Sector TU initiated WIND pilot programme for 260 participants with support of KGZ Agric. Sect.TU (2013)</p> <p>TJK: WIND trainings for 300 small dekhkan farmers (2013)</p> <p>UZB: OSH & soc. partnership building at enterprise level (15 MS seminars & consultations to companies & representatives of local TU (2013)</p>	
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		<p>dialogue & workers representatives' institution, including preventive occupational accident insurance system</p> <p>GEO 151 – OSH systems further improved, including independent surveillance survey</p>				<p>2001) with Guild of Directors - 2 trainings ARM & KAZ experts; WIND consolidation of local farmers at pilot villages (RA trainings on agrochemicals & animal-transmitted diseases in 3 northern rayons, Issyk-Kul, Talas, Naryn (2012)</p> <p><u>TJK:</u> RA cap.-build. of LI + FITU; awareness-raising of local farmers Tavildara & Yavan (WIND RA trainings (2012)</p> <p><u>UZB:</u> OSH & soc. partnership build. at enterprise level (34 MS seminars & more than 150 consultations to companies & representatives of local TU (2012)</p>		
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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 (SM) reviewed	KAZ151 – Subsistence minimum definition & social security systems improved	The existing approach and methodology are outdated	At least one measure taken in at least one country to improve the calculation method of SM	MoL; National Statistics Office; social partners	KAZ: Constituents prioritizing re-view of SM calculation methodology (2011)	KAZ: Study on SM with recomm. sent to MinLab (2012)	KAZ: Round-table for constituents on recommendations of improving SM calculation methodology (2013)	
	3.1.2. Concept of the Social Protection Floor (SPF) is promoted by conducting a rapid SPF assessment		SPF is a new concept, not yet applied in the sub-region; Armenia has agreed to be a pilot country	A rapid SPF assessment is conducted & presented in at least one country	MoL; Ministry of Education; Ministry of Health; social partners	ARM: Initial study on SPF done with MinLab, UNICEF, UNDP (2011)		ARM: Rapid SPF assessment conducted & presented to MinLab, UNICEF, UNDP (2013) TJK: Initial 3-day round-table trainings for tripartite constituents, as first step in SPF process (2013)	

Outcome 3.2. Improving OADI (occupational accidents & diseases' insurance	Capacity of Government officials & social partners for revising OADI schemes improved, in	KAZ151 – Subsistence minimum definition & social security systems improved,	Existing knowledge base of constituents on social security systems insufficient	Enhanced capacity of constituents to analyze & revise OADI schemes in at least one	MoL; social partners	KAZ: Country-specific promotion brochure on OADI (2011)	KAZ: TU capacity on application of employment injury insurance (EII) systems for workers		
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systems	order to support sustainability of schemes by developing national human capital	including pension system		country			enhanced (2012)		
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Outcome 3.3. Mainstreaming Work & Family balance & gender equality	<p>(a) Promotion of signing & ratification of "Workers with Family Responsibilities Conv." of 1981 (C156), & "Maternity Protection Conv." of 2000 (C183)</p> <p>(b) Capacity of tripartite constituents enhanced to better understand/ apply C156 & C183</p>	SMO153 – Institutional capacities of social partners in-creased on promoting maternity protection & reconciling work & family balance	C156 & C183 not ratified by any of the project countries in the middle of 2010	C156 & C183 ratified by at least one country, & capacity of constituents to better understand/apply C156 & C183 enhanced in at least three countries	MoL; social partners	<p><u>AZE:</u> C156 and C183 ratified in Oct. 2010 (2010)</p> <p><u>Sub-region:</u> National study on maternity protection & work & family balance made in KAZ, KGZ & TJK & presented at joint ILO/ UNDP at sub-regional seminar in Dushanbe (2011)</p>	<p><u>ARM:</u> Trainings – constituents star-ting to under-stand Convent. (2012)</p> <p><u>AZE:</u> Trainings – constituents introduced to Con-vent. (2012)</p> <p><u>GEO:</u> Trainings – constituents introduced to Con-vent. (2012)</p> <p><u>KAZ:</u> Trainings – constituents star-ting to under-stand Convent.; C183 ratified (June 2012)</p> <p><u>KGZ:</u> Trainings; in</p>	<p><u>GEO:</u> Trainings – constituents star-ting to under-stand Convent. (2013)</p> <p><u>KAZ:</u> C156 ratified in Jan. 2013 (2013)</p> <p><u>KGZ:</u> Trainings – constituents star-ting to under-stand Convent. (2013)</p> <p><u>TJK:</u> Trainings – constituents star-ting to under-stand Convent. (2013)</p>	
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							<p>May, Apparatus of the President of KR approached the project with request to provide information on C183 (2012)</p> <p><u>TJK:</u> Trainings – constituents star-ting to under-stand Convent. (2012)</p>		
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