



ILO EVALUATION

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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.

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Acronyms

ABND	Assessment-Based National Dialogue
ACI	Areas of Critical Importance
ALMP	Active Labour Market Programmes
CPOs	Country-Programme Outcomes
CTA	Chief Technical Adviser
DCC	Donor Coordination Council
DWCP	Decent Work Country Programme
EESE	Enabling Environment for Sustainable Enterprises
EOs	Employers Organisations
GSP+	EU General Schemes of Preferences
HQ	Headquarters
ILO	International Labour Organization
DWT/CO	ILO Decent Work Team and Country Office
LFS	Labour Force Survey
LI	Labour Inspection
LIC	Low-Income Country
LM	Labour Market
LMI	Labour Market Information
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
MHSP	Ministry of Health and Social Protection of Population
MOL	Ministry of Labour
MTE	Mid-Term Evaluation
NDSs	National Development Strategies
NPAG	National Project Advisory Groups
OSH	Occupational Safety & Health
PES	Public Employment Service
ProDoc	Project document template
RAP	Rapid Assessment Protocol
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SD	Social Dialogue
SDGs	Sustainable Development Goals
SPF	Social Protection Floors
TOR	Terms of Reference
TOT	Training for trainers
TU	Trade Unions
TVET	Vocational training
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
WEI	Wider Europe Initiative
YE	Youth Employment

I. Executive Summary

Project Background

The project “From the Crisis towards Decent and Safe Jobs, Phase II (DW II Project)” supports the ILO tripartite constituents in Kyrgyzstan and Tajikistan to implement specific decent and safe labour-related issues, related to the pursuit of Decent Work. Phase II was designed as a follow up to the project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia, phase I” implemented by the ILO from February 2010 to February 2014.

The immediate objectives of the Phase II are:

- Increase Constituents’ capacity to promote more and better jobs and enhance employment opportunities for young people
- Enhance workplace compliance through Labour Inspection and facilitation of transitioning from informal to formal economy
- Improve capacity of constituents to extend national social protection systems

The Contribution Agreement between ILO and the Ministry for Foreign Affairs of Finland for the implementation of the Phase II was officially signed in March 2014. However, the actual implementation of the Project started in August 2014 when the Chief Technical Advisor (CTA) was recruited. The total budget of the Project is EUR 4 million and the expected overall duration after project revision constitutes 48 months. As of December 31, 2016, approximately EUR 2,864,489 (56.20% of the total budget) has been spent/committed.

Evaluation Background

The MTE is a forward-looking evaluation aimed at reviewing the progress made towards the achievement of project outcomes, looking for ways on how to improve programming and implementation for the remaining duration on the project.

The mid-term evaluation of the “From the Crisis towards Decent and Safe Jobs, Phase II (DW II Project)” was carried out from November 2016 to January 2017 by an independent consultant under supervision of the Regional Evaluation Officer of the ILO DWT/CO – Moscow.

The MTE covers the Phase II implementation starting from March 2014 to December 2016 inclusive, in both target countries and across all thematic areas.

The principle audiences for this evaluation are the ILO (ILO DWT/CO - Moscow (ILO management and technical specialists), the DW II Project team, ILO EVAL Unit and PARDEV department), the Governments of Kyrgyzstan and Tajikistan, the social partners and the national project partners in two target countries, and the donor.

Evaluation Methodology

The evaluation adheres to the ILO standard policies and procedures, UNEG Norms and Standards as well as the OECD/DAC Evaluation Quality Standards. It responds to twelve overarching questions inspired by the Project’s Outcomes and by the internationally accepted evaluation criteria. The Evaluation Expert adopted a consultative and transparent approach and made use of the following methods and tools: (i) a desk review of literature, including the documents detailed in Annex 8.2; (ii) preparation of an evaluation matrix with related evaluation questions; (iii) semi-structured interviews with key informants and stakeholders; (iv) surveys among ILO staff and key project partners; (v) direct observation during field visits to Moscow/Russia, Bishkek/Kyrgyzstan and Dushanbe/Tajikistan; and (vi) de-briefing consisted of

discussion on MTE findings, conclusions and recommendations with senior ILO officers and project staff in Moscow.

In total, more than 70 project documents have been reviewed, 40 interviews (21-m/19-f) with key project informants and project staff have been held, and 8 ILO staff including project staff and DWT/CO Specialists (3-m/2-f) and key project partners (1-m/2-f) took part in the surveys.

Limitations to the Evaluation

- Attribution of the project's results: All of the medium and long-term outcomes of the project are quite broad and the achievement of the goals is not solely the responsibility of the DW II Project.
- Sample size: Given the time and budget limitations of the mid-term evaluation, it was not feasible to conduct interviews with ultimate beneficiaries of the project, i.e. participants who have participated in training or directly benefited from the project through pilot activities.
- Memory Bias: Because people were asked to recall events taking place up to 32 months earlier, there may have been a degree of memory bias.

Summary of Evaluation Findings

Relevance

The DW II Project is highly relevant to the ILO tripartite constituents in Kyrgyzstan and Tajikistan and in their view fully corresponds to their needs and priorities due to their low level of social protection, a large part of their population employed in the informal sector and being of young age, and with outdated labour market information systems. The information gathered from the desk review documents and interviews with the project's counterparts confirms that the DW II Project is effectively aligned with the National Development Frameworks in each target country. The Phase II is also linked to the key priorities of the UNDAF in the Republic of Tajikistan for the periods 2010-2015 and 2016-2020 and UNDAF in the Kyrgyz Republic for 2012-2016. The project contributes to the priority goals of the Tajikistan State Strategy for the Development of the Labour Market until 2020 and the National OSH Programme of Tajikistan (2013-2016). The Phase II constitutes the implementation modality of the Decent Work Country Programme for the Republic of Tajikistan (2015-2017), in particular to 7 out of 10 its outcomes under all priority areas. The project is linked to the National Strategy for Sustainable Development of the Kyrgyz Republic 2013-2017 and the Social Development Programme for the period of 2015-2017. In the Kyrgyz Republic, because of absence of the DWCP, the Phase II directly contributes to implementation part of the DWT/CO-Moscow Country Workplan for 2014-2015 and 2016-2017.

The DW II Project has clearly defined and direct relevance to the ILO priorities globally and regionally and both draws upon and contributes to the ILO technical expertise in relation to the ILS, labour market and employment policies, social security, governance, and social dialogue. The DW II Project supports 5 out of the 10 ILO policy outcomes within the ILO Transitional Plan 2016-2017/SF 2018-2021. The DW II Project also established close partnerships with other ILO projects, implemented by the DWT/CO Office in Moscow, namely the project 'Applying the G20 Training Strategy' and the project 'Partnerships for Youth Employment in the Commonwealth of Independent States'.

The DW II Project is consistent with the donor priorities in Kyrgyzstan and Tajikistan, specifically 2012 and 2016 Finland's Development Policy Programme, which focuses on promotion of decent jobs and livelihood opportunities as the cornerstones of human well-being and well-functioning societies. The project is also a part of the Wider Europe Initiative (WEI), a bi- and multilateral cooperation programme in Eastern Europe, Southern Caucasus and Central Asia, launched by Finland in 2008, which seeks to promote stability, prosperity and well-being in the countries of the region.

The Phase II was developed by the DWT/CO Moscow in 2012 in consultative collaboration with the tripartite constituents of two target countries to ensure national ownership, sustainability, full integration in DWCP/DWA and Moscow Office regular OBWs. The initial project design had a complex structure as was composed of 6 pillars and 25 accompanied outputs to support inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men, by contributing to the implementation of DWCPs in Kyrgyzstan and Tajikistan. Due to the cuts in the project financing for the years 2016-2017 announced by the Donor in June and September 2015, the Phase II was revised in October-November 2015. The 6 Outcomes/Pillars were restructured and transformed into 3 Outcomes/Pillars and started to be fully corresponded to the structure of Phase I.

The revised specific objectives are well defined. The expected results are clear. The selected activities are relevant for the fulfilment of the stated objectives and results. However, the components are outlined separately and there is no narrative which demonstrates the inter-connection/synergy between these components and the overall internal coherence of the project. In addition, the project design of Phase II is lacking a clear description of the regional strategy for knowledge-sharing, exchange of experience and joint interventions between two target countries. The revised Logframe monitoring elements (indicators, means of verification, assumptions) are, in general, well-conceived. Most of them are clear, relevant, valid and contextually sound. Nevertheless, some indicators provided to measure the rate of success ('achievement indicators') fail to pass the SMART-test (specific, measurable, achievable, realistic, time-bound), as they lack measurement of quantity and quality and cannot be used for the assessment of the project progress and achievements.

Effectiveness

Evidence shows that the DW II project has made progress in achieving its outcomes in supporting inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men. Feedback from evaluation interviews with stakeholders and surveys among ILO staff and partners show that the overall delivery of outputs under Outcome 3 is perceived as highly satisfactory (i.e. very good progress under each output, although reforming social security system is a long-term process which might go beyond the lifetime of Phase II due to its complexity), under Outcome 1 and 2 as satisfactory (the vast majority of activities under this component are still in process of implementation; however, there are good prospects for achieving the set targets), while under Outcome 6 - moderately satisfactory (the project started important initiatives on raising awareness of constituents on rights'-based equality model enshrined in C159 with regard to vocational rehabilitation and employment for disabled persons, but was not able to finish the started activities under this component due to the cuts in funding in 2015 and as a result had to discontinue this component starting from 2016).

The pace of the project implementation was influenced by external factors, including: (i) absence of approved DWCPs, (ii) changing governance and management frameworks in each target country, (iii) political instability in one of the target countries, namely Kyrgyzstan and (iv) absorption capacity of tripartite constituents in both target countries.

The project implementation was done in a participatory manner and effective partnerships were established on operational level with both the Kyrgyz and Tajik Government authorities, social partners and the International Community with a very strong focus on the improvement of the coordination and cooperation amongst beneficiaries. The interviewed tripartite partners in Kyrgyzstan and Tajikistan confirmed that there was good coordination and collaboration with them throughout the implementation of Phase II in the period under review. The interviewed project partners appreciated the ILO's responsiveness and action-orientation.

The DW II Project promoted and took into account gender mainstreaming aspects wherever applicable, namely (1) devoting one of the objectives of the project before the revision for gender equality and

promotion of women empowerment and disability rights, particularly Outcome 6 'Labour market inclusion regulatory aspects (women and disabled)' and after the issues of gender equality are started to be addressed within Outcome 2 'Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy' and Outcome 3 'Extended national social protection system'; (2) developing and including into the revised LogFrame three quantitative gender indicators; (3) involving women participants in various project's activities to secure that women and men have equal opportunities and are treated equitably and without discrimination and (4) ensuring balanced representation of women among selected project's experts (both the international and national) and having female dominated project team. While quantitative performance targets and indicators to enable data collection and reporting of gender based activity have been established within the project design and Log Frame, the gender orientation of the project, particularly strategies and indicators for the more qualitative aspects of gender could be strengthened within the Phase II design and implementation.

Efficiency of resources use and management arrangements

The total budget of the DW II Project amounts to EUR 4,000,000 for a period of 48 months. After the first year of implementation of Phase II, the Donor in 2015 decreased funding for 2016 and 2017 in the sum of EUR550,000; however, with the commitment to compensate it in 2018. The other challenge which the project experienced was the deteriorating USD-EUR exchange rate that had dropped from 1.35 in 2014 (tranche I) to 1.07 in 2016 (tranche III) – a reduction by 22%. As a result, ILO undertook revision of the budget to reflect changes in donor funding and rescheduling of instalments during 2016-2018. The revision of the budget also resulted in project's no-cost extension for another 10 months with expected end date in December 2018.

At the time of the mid-term evaluation, the donor disbursed 66.5% of the total funding amount, i.e. EUR2,660,000 or US\$ 3,236,711. The overall utilization rate for the period 2014-2016 constituted 83.6%.

The analysis of project's financial statement show that it does not reflect the allocation and expenditures per Output, which makes it impossible to estimate the distribution of costs neither within the components nor per country as well as make analysis of planned versus actual allocations. The absence of such information creating challenges for reporting to the Governments of target countries about annual project's spending on different activities (study tours, trainings, etc.) as well as commitments for the next year. At the same time, it is also pertinent to note that the project team has established a very good financial planning system. After budget cuts, the project started to make annual reserves in the amount of US\$300,000-350,000 for the next year to ensure coverage of expenses. In case of non-receiving of the next tranches from the Donor, the project will be able to continue its work by April 2018. In overall, the project budget is tight to cover distinct technical areas of work in two target countries with a large number of activities. To complement the project's resources, the DW II project team successfully established synergies with other ILO projects (the Skills project and the YE project) through cost-sharing arrangements and/or in-kind contributions.

Overall, the project management structure is only partly effective although allows reaching sustainable and meaningful results. Due to budget cuts the project team after the consultations with the DWT/CO Moscow Specialists made a decision to employ only 1 National Project Coordinator in Kyrgyzstan instead of 2 originally planned in each target country. Interviews with stakeholders in Tajikistan indicated that the project would benefit of having as it was originally planned the National Project Coordinator as the National Project Assistant does not possess the necessary technical expertise to represent the project in the country. In addition, the CTA of the DW II Project serves as a programme manager and coordinates the work of the project in each target country with the support of national project staff, while DWT/CO Moscow-based technical specialists with funding support from other ILO sources lead in line with their expertise the respective project's components. On the one hand, such modality is effective especially for complex projects like the DW II Project as one CTA cannot be expert in each single area and reliance on

the technical experts allows to provide professional support to the constituents. On the other hand, it makes the project fully dependent on technical staff who are responsible for the whole Eastern Europe and Central Asia (i.e. 10 countries), have high workload and own workplans with a set of priority countries for a year as well as migrate within organization. This in turn causes some delays with implementation of the planned project's activities within the set timeframes. At the same time, it is necessary to note that the CTA established very smooth and very adjustable collaboration with the ILO technical specialists which is highly appreciated by all interviewed experts. To better coordinate the activities with both the ILO technical specialists and the Skills project and the YE project, the DW II Project's CTA hold internal monthly joint meetings.

In overall, the DW II project has established a strong team composed of project coordinators and supported by the ILO Senior Specialists with the relevant skills and competencies to be able to effectively manage the DW II Project. The project management team in each country and ILO technical experts were perceived by all interviewed national and international counterparts as knowledgeable and highly experienced. In interviews with the Government and social partners' representatives in two target countries, they advised that the project is professionally implemented, conformed to their requested inputs, and is responsive to information requests.

Although the project did not have a separate M&E plan, it had a well-established documentation system consisting of the ToRs, minutes of meetings, mission reports, needs assessment/fact finding mission reports, reports for trainings and study tours, narrative progress reports and project workplans. However, the desk review showed that the reports vary in quality due to the absence of the standardized templates. Further, while the project has a clear approach towards training, the monitoring and evaluation of training remains focused on short term training outcomes and there is not as yet a mechanism to measure long term impacts of training in terms of retention of skills and knowledge, quality of ongoing training provided by project and institutional efforts in strengthening internal training capacities and sustainability of training. The DW II Project has a very good reporting practice. The reporting of the ILO (within the organization and to donor) has been in accordance with agreed on formats and time-frames.

Sustainability and impact orientation

Gleaned from the desk review of documents and from interviews with the project team and project's stakeholders, the ILO undertakes all necessary steps, which are under its control and within its mandate to promote sustainable project's outcomes, although the project does not have a separate sustainability plan. From the outset, the project recognized the importance of ensuring national ownership at every stage in order to achieve sustainability; therefore, all its activities have been designed and/or revised in close coordination with tripartite partners. All work is undertaken within existing structures and mechanisms and there is a strong focus upon strengthening the institutional capacities of both governments and social partners, as well as embedding activities within organisations. However, for many of the project partners, sustainability is very much dependent on their ability to mobilise resources. Although, ILO tries to ensure sustainability through mobilization of funding for provision of further support; the project should further try to enhance institutionalization of the DW II Project activities through engagement with the Governments with a view of finding ways and means of effective mainstreaming and integration of project objectives and activities, not just in relevant national and sector-specific policies and strategies and interventions aimed at institutional development (e.g., Labour Force Surveys in Kyrgyzstan, but also in their budget plans for purposes of fostering political and financial support towards ensuring longer term sustainability of project activities.

In overall, the project has good signs of short-to-medium term impacts. A considerable impact can be found under Outcome 3 as the project determines the main directions for implementation of the Social Development Programme in the Kyrgyz Republic. Positive signs of impact could be seen under Outcome 1

and Outcome 2. The National Statistical Committee of Kyrgyzstan started to apply of a more quality approach when planning and conducting LFS. In the long-run, the participation of Kyrgyzstan and Tajikistan in LFS pilot will allow more accurately reflect the actual Labour Market situation in each country and in such a way to contribute to the development of appropriate employment and labour market policies. The provision of the support to the Public Employment Service of Tajikistan will allow in the long run to form the labour market in the country. The updated National OSH profiles will be the basis to the new OSH National programmes in each target country. The enabling environment for businesses could be strengthened through implementation of recommendations of National Assessment reports. As evident from the data of Federation of Trade Unions of Kyrgyzstan, there is a trend of increase in new members including from informal economy. However, limited impact could be seen so far in the area of enhancing employment opportunities for young people and enhancing workplace compliance through facilitation of transitioning from informal to formal economy.

Main Conclusions

The project has a high relevance, staking its claim as a foundation for implementation of the DWCP/DW Agenda in Kyrgyzstan and Tajikistan, which is entirely consistent with the tripartite partners' priorities as expressed in official policy documents and ILO programming documents. Phase II underwent revision of its design after one year of implementation which allowed to simplify and made the intervention more focused and in line with the Phase I. The project strength is light design which allows fine-tuning during implementation. In some areas of the logical framework, however, there is space for improvement.

Despite a challenging environment, the project shows good progress in achievement of the set targets under all its components. More visible and substantial achievements can be seen under Outcome 3, whereas most of activities under Outcomes 1-2 are in the process of implementation and are on track. Overall, the project team maintains positive relations with all stakeholders in each target country, engage in positive collaboration with the project donor and has a strong collaboration with other ILO projects of DWT/CO-Moscow. The Phase II has an inherent focus upon the promotion of equal opportunities and access to basic rights and services which are supported by standard ILO generic guidelines and policies relating to gender participation; though, the project would benefit of articulating a more detailed strategy for gender mainstreaming and developing a strategy for strengthening the gender orientation of policy makers and tripartite partners in particular.

Actual project management structure is only partly effective; although allows reaching sustainable and meaningful results. The Phase II faced financial constraints due to reduction in financing by the project donor for 2016-2017 and deteriorating USD-EUR exchange. To cope with financial constraints, the project was very successful in complementing the project's resources through cost-sharing and in-kind contributions through other ILO projects and usage of different ILO funding instruments. The DW II Project has established good documentation system; however, the project's M&E system requires improvement.

The DW II Project has shown the positive signs of short-term and medium-term impacts under each component. A focus on increasing sustainability and orientating the project towards long-term impact will be key for the remaining duration of the project.

Recommendations

1. ILO DWT/CO – Moscow should develop a clear sub-regional strategy for the office which will spell out the objectives, areas and approaches on how the regional cooperation among target countries and institutions is taking place. This will allow to make proper assessment of regional initiatives undertaken within the Phase II.

2. Taking into consideration fluctuations in donor funding for Phase II, it is recommended for ILO to expand the donor base and explore a possibility of introduction of a Donor/Multi-Donor Support Facility for the next phase of DW project to ensure the achievement of the set targets.
3. To strengthen the project management structure of DW II Project in Tajikistan, it is recommended to consider either hiring of a National Project Coordinator or make promotion of the National Project Assistant who performs assignments corresponding to NPC level to the position of the National Project Coordinator with provision of a proper induction training.
4. The project should strengthen the Monitoring and Evaluation System of DW II Project to better manage the process of monitoring, analysing, evaluating and reporting progress toward achieving the project's objectives. It should be done through development of a Performance Monitoring Plan (PMP) for the Phase II and preparation of the standardised templates of data collection tools like trainers' reports, feedback questionnaires, etc.
5. For ensuring more systematic approach towards institutional strengthening of the tripartite constituents under DW II Project, ILO should consider the development of a comprehensive capacity-building strategy for the project which will include an approach towards institutional strengthening of tripartite partners as well as standards towards trainings conduction, and monitoring and evaluation mechanisms. Database system for capacity building component across DW II Project should be also established and should include information both on trainees and trainers prepared by the project.
6. For better assessment of the efficiency of resources use and ensuring consistency with the concepts of Results-Based Management (RBM), it is recommended to introduce since 2017 the Output-Based Budget (OBB) method for preparation of the DW II Project budget which will link project expenditures to the specific activities, outputs and objectives. The OBB also will allow to provide the required information for reporting to the Governments regarding budget allocations and cost efficiency in each target country.

Country specific recommendations (Kyrgyzstan)

7. To ensure better sustainability of the work undertaken under SPF in Kyrgyzstan, ILO should ensure that the results of Assessment-Based National Dialogue (ABND) exercise will be incorporated in the new Social Protection Development Program for the Population of the Kyrgyzstan to be developed during 2017 as the current one is active only for the period of 2015-2017. Consider the provision of support for the design of specific social protection floor schemes or the reform of existing schemes based on the ABND recommendations.
8. During conduction of OSH risk assessment and management programme in Kyrgyzstan during 2017-2018 make sure that as many as possible of the 27 labour inspectors of the State Inspection for Ecological and Technical Safety under the Government of Kyrgyz Republic pass ToT as they teach entrepreneurs on the level of enterprises. Consider using the potential of the training center of the State Inspection for Ecological and Technical Safety for institutionalization of the risk assessment and management programme.
9. For achievement of the set targets under OSH component, ILO should continue to advocate for preparation and approval of the OSH National Programme.
10. Further work is necessary for enhancing capacity of constituents to address labour market inclusion regulatory aspects. It is recommended to carry out further promotional activities on maternity protection through legal analysis, training for capacity building, and awareness raising to support the ratification of ILO Convention No.183.

Country specific recommendations (Tajikistan)

11. The Constituents, government in particular should consider conduction of public awareness raising campaign to increase the knowledge of population at large and youth in particular about the new Labour Code. Consider provision of support with printing of new Labour Code and its distribution among departments of Ministry of Labour, Public Employment Service and

State Service for Supervision in the sphere of Labour, Employment and Social Protection of Population of Republic of Tajikistan at the local level.

12. The DW II Project could make great input in achievement of SDGs and monitoring of the implementation of SDGs by both project's target countries.
13. The project should better articulate an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of project's activities and activities undertaken by its partners, as well as impact of the project.
14. The project should develop sustainability plan for DW II Project which should both outlines the steps that should be taken throughout the rest of implementation period to ensure sustainability and describe how tripartite partners intend to carry forward project results.

Lessons Learned

1. The important lesson learnt is the importance of the adapting interventions to the local situation in the country and plan them in early stage in the process together with constituents. To some extent, the DW II Project showed that it allows for experimentation and exploration, followed only then by implementation. At this point in time, this is a rather rare strength of a development project. Here, the basic assumption is that if labour management systems are facilitated to change from within, rather than through a number of direct and distorting interventions, better and more sustainable results can be achieved.
2. Regular and sustained communication between Project Management, and the tripartite partners can prevent misunderstandings. Through regular communication the building of trust is substantially enhanced. Regular communication could typically include National Project Advisory Groups meetings; regular bilateral meetings with the Government, the trade union and the employers' organisations and business associations by the Moscow-based Senior Specialists, National Coordinators and Project staff in target countries.

Emerging Good Practices

1. A specific feature of the DW II project is its contribution to the implementation of the DW Agenda in two target countries, since it is putting large additional personnel and financial resources at the disposition of the ILO, which allows the ILO to take a broader and more integrated approach in its work.
2. Creating awareness, influencing policy, mobilizing political decision-makers requires time, coordination and resources but most importantly it requires the use of appropriate medium because beyond contributing to practical changes, it first has to mobilise them on cognitive and emotional levels. Under the DW II project, innovative and creative ways were used to convey messages to social groups about the informal economy, i.e. development of cartoons and their broadcasting on the national and regional media.

II. Background and Project Description

2.1. Project context¹

With the collapse of the Soviet Union, Kyrgyzstan and Tajikistan embarked on a process of transition from centrally planned to market-oriented economic systems. As a result of this process, both countries experienced an initial sharp decrease in economic growth, significant changes in the economic structure, rising unemployment, falling real wages and increasing levels of poverty and inequality.

The on-going process of de-industrialization and privatization has led to a growth in unemployment and underemployment, where alternative policy measures to absorb the excess labour force have not been sufficiently developed. As a result, the bulk of labour resources remains concentrated in agriculture. In conditions of economic crisis and surplus labour, having a plot of land becomes an important factor in generating income for families. In both countries, the population is growing rapidly. The increasing population in both countries will entail a growing share of population in working age, but job-creation is not expected to develop at an adequate pace, which can be expected to affect particularly those entering the labour market, i.e. youth. Due to low wages and insufficient job-creation, both countries experience increasing labour migration, mainly to Russia.

Kyrgyzstan and Tajikistan both have outdated and inefficient labour market information (LMI) systems, which is the main obstacle for an evidence-based employment policy development, implementation, monitoring and evaluation. Up-to-date and accurate key information based on sound and reliable labour statistics is basically not available. This also applies to specific information on wages, occupations, skills, labour migration and informal employment. Since independence, both countries experienced a massive reduction of work places in the public sector. Nowadays, job-creation is accomplished mainly in the private sector. The labour markets of both countries are further characterised by low labour force participation rates and low employment-to-population ratios. Official unemployment rate figures are low. Youth unemployment is a major challenge in both countries. Growth in the number of jobs lagged behind growth in the number of working-age population, as well as lagging behind economic growth indicators. The main hindrance for finding decent employment opportunities for young people is lack of education, lack of working experience, lack of employment opportunities and poor pay. The circumstances push people to accept jobs with far from decent conditions, to start informal business operations or to migrate.

Tajikistan and Kyrgyzstan belong to the poorest countries in Central Asia. Tajikistan has the highest poverty rate with 47% of population living in absolute poverty, while the rate in Kyrgyzstan is somewhat lower, though still at a high level with 32%. In addition to the lack of minimum income guarantees, poverty includes also other dimensions related to social protection, such as access to health and safe water, nutrition, education, housing conditions, etc. Over the past two decades, both countries reformed their social protection systems and non-contributory social benefit schemes co-exist with contributory social insurance systems. However, social insurance systems, such as unemployment insurance and employment injury insurance, are underdeveloped. More targeted social assistance benefits aimed to support the poorest households have been introduced in both countries, but the benefit levels of social assistance schemes remain rather low, due to the low level of expenditure on social assistance (0.45% of GDP in Tajikistan, 1.65% in Kyrgyzstan).

The small and medium-sized enterprise (SME) sector in Kyrgyzstan and Tajikistan is considered to be one of the most important areas in the development of the market economy. Working conditions in enterprises and SMEs are far below acceptable levels, with a large number of workers in Kyrgyzstan and Tajikistan having a fatal accident, being injured or suffering illness at work each year, due to an inadequate occupational safety and health (OSH) system.

¹ The analysis of the countries context derives from the project document unless otherwise noted.

Although both countries have made some progress in OSH, e.g. by strengthening social dialogue and taking steps to develop national OSH programmes, OSH is still in need to be placed at the core of social and labour policies. The labour inspection function in both countries remains weak and is in need of modernisation. The number of labour inspectors is insufficient, and after the merger with the State Inspection for Ecological and Technical Safety under the Government of Kyrgyz Republic in 2012, their number was even further reduced. The monitoring and enforcement of minimum employment conditions defined in national legislation of the labour inspectors with employers and employees is inefficient, in the absence of effective social dialogue, inadequate training and sufficient knowledge of best international practices.

The labour market situation in both countries can be characterised by a high share of informal economy, which is the result of a sharp decline in work force of most (state) companies and institutions in the beginning of the 1990s. Labour market inclusion of women, having been close to equal during the Soviet times, is today substantially lower than that of men.

Table 1. Countries profiles

	Category/Country	Kyrgyzstan	Tajikistan
General Country Information ²	Population (July 2015)	5,665,000	8,192,000
	Human Development Index (2014)	0.655 rank (120 place)	0.624 rank (129 place)
	Gross national income (GNI) per capita (2014)	3,044	2,517
	Size of the Shadow Economy, % of GDP	38,8%	41%
Labour force structure ³	Active population (labour force), total	2,605	3,671
	Employed	2,388	3,272
	Unemployed	217	399
	Population outside labour force	1,256	1,717
Labour force participation ⁴	Male and female, working age (15-64)	71.2	70.9
	Male and female, youth (15-24)	42.8	47.8
	Male, working age (15-64)	83	80.0
	Female, working age (15-64)	59.9	61.9
Employment by sector ⁵	Agriculture	31.7	52.9
	Industry	20.2	15.6
	Services	48.1	31.1
Unemployment ⁶	Total unemployment, male and female, 15+	8.1	10.9
	Youth unemployment, male and female	14.7	15.5
	Ratio of youth unemployment rate to adult unemployment	2.3	1.6
Migration and remittances ⁷	Number of emigrants	760,847	589,748
	Number of immigrants	204,382	275,059
	Remittances received, % GDP	30.3	43.0

² Human Development Report 2015

³ ILO Key Indicators of the Labour Market 2015

⁴ ILO Key Indicators of the Labour Market 2015

⁵ ILO Key Indicators of the Labour Market 2015

⁶ ILO Key Indicators of the Labour Market 2015

⁷ Trends in International Migrant Stock UNDESA 2015

2.2. Project description

From the Crisis towards Decent and Safe Jobs, Phase II supports the ILO tripartite constituents in Kyrgyzstan and Tajikistan to implement specific decent and safe labour-related issues, related to the pursuit of Decent Work. The project is funded by the Ministry for Foreign Affairs of Finland and implemented by the ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia.

The ILO Declaration on Social Justice for a Fair Globalisation of 2008 institutionalised the Decent Work concept, developed by the ILO since 1999. Decent Work is captured in four strategic objectives - fundamental principles and rights at work and international labour standards, employment and income opportunities, social protection and social security, social dialogue and tripartism.

The ILO objective Decent Work for all is strongly promoted through the Decent Work Country Programmes (DWCPs), developed by the tripartite constituents – Ministry of Labour, Trade Unions and Employers’ Organisations – and jointly signed. The Programmes ensure national commitment, and focus both national and international resources towards labour-related priorities. In Kyrgyzstan and Tajikistan, the ILO supports the elaboration and implementation of the DWCPs.

Phase II builds on the achievements of the previous Phase I (2010-2013), which covered the countries of Central Asia and Southern Caucasus. Phase II focuses on a deepened intervention scope to ensure sustainability, strengthened national ownership of results and long-term capacity-building of local institutions and experts.

The stated aims of the DW II Project are to⁸:

- IO1**
 - Increase Constituents’ capacity to promote more and better jobs and enhance employment opportunities for young people
- IO2**
 - Enhance workplace compliance through Labour Inspection and facilitation of transitioning from informal to formal economy
- IO3**
 - Improve capacity of constituents to extend national social protection systems

These aims are achieved through a range of project activities including capacity building of key stakeholders, transferring of knowledge and good international and sub-regional practices, strengthening policy frameworks and practical implementation mechanisms for decent work promotion, piloting implementation of active labour market measures and strengthening of knowledge base and data collection and dissemination systems as well as awareness raising and advocacy.

Ultimate beneficiaries are female and male workers both in the formal and informal economy.

⁸ Note: as per revision of November 2015

III. Purpose, Scope and Clients of Evaluation

The mid-term evaluation was undertaken in November 2016 and was based upon the priorities established within the Terms of Reference (ToR) of the Mid-Term Evaluation (MTE) of the ILO DW II Project (see Annex 5.1) as well as the ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations⁹.

An Independent Evaluator, Ms. Katerina Stolyarenko, was selected by way of a recruitment process undertaken by the ILO DWT/CO - Moscow to undertake the mid-term evaluation. The evaluation process was overseen by a Regional Evaluation Officer, Ms. Irina Sinelina, who is non-aligned with the project, and ILO senior managers including the project's CTA were actively involved in briefing and debriefing activities and were provided opportunities to provide inputs and guidance and discuss emerging issues. All activities were undertaken over a thirteen-week period from November 1, 2016 – January 31, 2017.

The purpose of the mid-term evaluation was to “review the progress made towards the achievement of project outcomes, look for ways on how to improve programming and implementation for the remaining duration on the project”.

In doing so the evaluation aimed to:

- Determine the extent to which the project made progress towards the achievement of the immediate objectives (outcomes), the kind of changes produced, and the intended or unintended effects;
- Obtain feedback from the national partners: what is working, what is not and why;
- Provide recommendations to better target the next steps, adjust the strategies.

The mid-term evaluation covers the project implementation starting from March 2014 to December 2016 inclusive, in both target countries and across all thematic areas.

The clients of the evaluation are the ILO DWT/CO - Moscow (ILO management and technical specialists) and the DW II Project team. However, the evaluation report has been prepared for sharing with a wide audience including the ILO tripartite constituents and national project partners in Kyrgyzstan and Tajikistan, the Ministry for Foreign Affairs of Finland, other ILO offices including within the region and headquarters as well as other interested parties and stakeholders. Secondary users of the mid-term evaluation include women and men in the informal and formal economy. The results of the midterm evaluation will be used by the ILO and the tripartite constituents in refining their programmes and planning future activities.

IV. Methodology

The mid-term evaluation was undertaken in accordance with ILO standard policies and procedures. The ILO adheres to the United Nations system's evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

4.1. Key Activities

The evaluation was carried out in five phases:

⁹ ILO, July 2013

- Desk study of six (6) days including a review of project-produced documents, preparation of an Inception Report describing background and proposed evaluation methodology including evaluation instruments and submission to the ILO for revision and clearance by the Evaluation Manager;
- Field missions of eight (8) days in total to Moscow/Russia (2 days), Bishkek/Kyrgyzstan (3 days) and Dushanbe/Tajikistan (3 days) for meetings and interviews with the project staff, ILO management and technical specialists, project partners and stakeholders;
- Preparation of the draft Mid-term Evaluation Report of eight (8) days;
- Debriefing, consisted of discussion on MTE findings, conclusions and recommendations (1 day) with senior ILO officers and project staff in Moscow;
- Finalization of the final Mid-term Evaluation Report of three (3) days including the incorporation of discussions and feedback from ILO staff and counterparts.

Three lines of evidence were used for this evaluation, including a document review (qualitative), key informant interviews (qualitative), and surveys (quantitative).

1. Document review

A document review was conducted to provide descriptive information on the different types of activities funded through the project, as well as information to address evaluation questions relating to project relevance and performance. In total, more than 70 documents were reviewed. The list of documents reviewed could be found in Annex 5.2.

2. Key informant interviews

Individual Interviews and/or Group Interviews with key informants were held to address all evaluation questions. A total of 40 interviews (21-m/19-f) were completed (Annex 5.3), as follows:

- DW II Project Staff (1-m/3-f);
- DWT/CO Specialists (4-m/4-f);
- ILO National Coordinators in Kyrgyzstan (1-m) and Tajikistan (1-m);
- Government staff who have worked with the project in the Kyrgyz Republic (1-m/5-f) and Tajikistan (8-m);
- Employers' organizations in the Kyrgyz Republic (2-f) and Tajikistan (1-m);
- Trade unions in the Kyrgyz Republic (1-f) and Tajikistan (5-m/1-f);
- Individual experts who have received training or otherwise worked with the project in the Kyrgyz Republic (1-f);
- UNICEF in the Kyrgyz Republic (1-f).

Interviews lasted between 45 and 90 minutes. Not all informants responded to all questions; this was taken into account when analyzing the data. These key informants were useful in providing clarifications on the project's implementation, details of the challenges, good practices and suggestions on areas that merit improvements.

3. Surveys

Two surveys among different group of stakeholders were undertaken in the course of this evaluation. All surveys were anonymous and were held using e-mails. In total, 8 ILO staff including project staff and DWT/CO Specialists (3-m/2-f) and key project partners (1-m/2-f) took part in the surveys. The overall response rate is 53%. The purpose of the first survey was to determine the main lessons learned in the course of the DW II Project implementation by the ILO project team, while the second survey aimed to assess partners' satisfaction with the level of collaboration with the Phase II.

4. Field missions

In the course of the mid-term evaluation, three field trips were undertaken for purpose of data collection, namely to:

- Moscow on November 17-18, 2016;
- Dushanbe on November 20-22, 2016;
- Bishkek on November 23-25, 2016.

4.2. Data analysis

The scope of this evaluation required that the analysis consider perceptions as well as concrete data across a range of environments at the country, regional and headquarters levels. It thus demanded a variety of methodological approaches, including data collection from interviews and surveys to gather the more subjective and perception-based data, as well as extensive document reviews and the observations of the evaluator. Elements of all of these approaches were incorporated into the data collection methodology, and ensured that findings were based upon a wide array of carefully chosen and well-balanced information.

The triangulation of findings was achieved through triangulation by method as well as by source through the employment of a range of rapid assessment methods that include in-depth interviews and/or group interviews where feasible and appropriate, surveys, site visits, and analysis of secondary data (methods), as well as through interviewing a range of stakeholders at different levels from a variety of institutions and reviewing a wide range of documents (sources).

4.3. Limitations to the evaluation

This evaluation went on well without obstacles. The evaluator was able to work on the assessment in conditions that permit to make a reasonable opinion on the project. The evaluation draws on data from a number of different sources so that the findings from each of the sources can be compared for consistency of findings. Nonetheless it is important to highlight some limitations, which might affect the interpretation of this report.

The limitations are summarized below:

- *Attribution of the project's results:* All of the medium and long-term outcomes of the project are quite broad and the achievement of the goals is not solely the responsibility of the DW II Project. In order to achieve many of its objectives the programme cooperates actively with other international development organizations and donor agencies present in the country and state authorities. Consequently, it is not possible to attribute results solely to the project. At best, it is possible to point to project's contribution towards achieving the goals.
- *Sample size:* Given the time and budget limitations of the mid-term evaluation, it was not feasible to conduct interviews with ultimate beneficiaries of the project, i.e. workers who have participated in training or directly benefited from the project through pilot activities. In addition, it was not possible to meet as planned with some government counterparts in each target country, namely Ministry of Labour, Migration and Youth of Kyrgyz Republic, Ministry of Health of Tajikistan and Agency of Statistics under the President of Tajikistan due to their busy working schedules. The interviews with some ILO DWT/CO Specialists (Senior social protection specialist, Senior enterprise specialist and Senior specialist for workers' activities) were not possible due to their reallocation to another ILO offices. To mitigate this limitation, the evaluator held in-depth interviews with project team, technical specialists and social partners to identify main achievements and challenges faced in the course of implementation.
- *Memory Bias:* Because people were asked to recall events taking place up to 32 months earlier, there may have been a degree of memory bias. Situation and monitoring reports and other documents were cross checked by the evaluator in order to confirm dates and information.

V. Evaluation Findings

5.1. Relevance

5.1.1. *Relevance for recipient countries and tripartite constituents*

The DW II Project is highly relevant to the ILO tripartite constituents in Kyrgyzstan and Tajikistan and in their view fully corresponds to their needs and priorities due to the countries' low level of social protection, a large part of their population employed in the informal sector and being of young age, and with outdated labour market information systems. All that creates a need for capacity strengthening of both the decision-makers and their staff in the ministries of labour, other relevant ministries, the public employment services, social security agencies, regional administrations and other agencies and institutions both at national and regional level and employers' and workers' organisations in order to enhance their ability to conduct social dialogue.

The information gathered from the desk review documents and interviews with the project's counterparts confirms that the DW II Project is effectively aligned with the National Development Frameworks in each target country. The priorities set out by the United Nations Development Assistance Framework (UNDAF¹⁰) are intended to support national development plans and complement Government development activities. The four strategic objectives of the Decent Work Agenda of the ILO have been integrated into the UNDAF in the Kyrgyz Republic (2012-2017)¹¹, which focuses on three parts and where the third part is on "Inclusive and Sustainable Job-Rich Growth for Poverty Reduction", with its Outcome 1 specifically targeting decent and productive employment. The National Strategy for Sustainable Development of the Kyrgyz Republic 2013-2017, adopted in January 2013, stipulates the following priorities directly linked to the DW project Phase II: economic development including job-creation, eradication of informal economy, increase of youth employment and support of families and promotion of gender equality (including work and life balance). The Project is specifically timely and relevant to the current context of Kyrgyzstan. In February 2015, the Government of the Kyrgyz Republic issued the Social Development Programme for the period of 2015-2017, which aims to ensure proper conditions for the lives and development of children and families from deprived backgrounds and provide them with services of adequate quality. This programme which includes direct reference to the ILO Convention No102 and Recommendation No202 and includes a commitment at the national level to conduct ABND. With accession of Kyrgyzstan to the Customs Union of the Eurasian Economic Community on May 8, 2015, there is a need to align the legislation on labour protection to the standards of the Eurasian Economic Community. Moreover, Kyrgyzstan was granted GSP+ regime by the EC since January 26, 2016¹², which allows the Kyrgyz exporters to supply to the EU at zero tariff rate agricultural products and require the country to fully implement its commitments under 27 international conventions including human rights, good governance and labour standards. The business community can play a significant role, for instance by ensuring labour rights, including employing more women in the work place and making sure that there is no exploitation of child labour. The DW II Project had already received request from both employers and civil organizations in Kyrgyzstan to organize trainings for in the field of labour relations' standards and the project plans to do it in 2017.

¹⁰ Background information: UNDAFs were designed to support Tajikistan and Kyrgyzstan's goals for their National Development Strategies (NDSs), the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs). They were developed through an extensive consultative process involving all stakeholders, they are also part of the donors' Joint Country Partnership Strategies

¹¹ http://planipolis.iiep.unesco.org/upload/Kyrgyzstan/Kyrgyzstan_UNDAF_2012_2016_eng.pdf

¹² <http://kabar.kg/eng/economics/full/15099>

The Phase II is also linked to the key priorities of the UNDAF in the Republic of Tajikistan for the periods 2010-2015¹³ and 2016-2020¹⁴. It contributed to the achievement of UNDAF 2010-2015 goals, in particular to Outcome 1 (wider coverage of poverty reduction and economic development programmes, with a special focus on rural population, women and disadvantaged groups) and will contribute to the targets set under Outcome 2 (equitable and sustainable economic growth through decent and productive employment) and Outcome 3 (better quality, equitable and inclusive health, education and social protection systems) within UNDAF 2016-2020. The project contributes to the priority goals of the Tajikistan State Strategy for the Development of the Labour Market until 2020, adopted in June 2011, namely to the increase of productive employment (priority 1), and in particular to the strengthening of the labour market institutions, to the development of active labour market measures, the further development of a labour market information system, to the development of a flexible and accessible labour market (priority 2), and in particular to the reduction of informal employment, the labour market integration of vulnerable groups (persons with disabilities, etc.), to the further development of labour market regulation (priority 3), and in particular to the strengthening of the public employment service. The project is clearly consistent with the National OSH Programme of Tajikistan (2013-2016), adopted in December 2012 to improve the legislation in the field of occupational safety and health, and developing a mechanism for training of employees on issues of safety through the capacity-building of labour inspectors. The project also seeks policy dialogue participation with the Donor Coordination Council (DCC)¹⁵, particularly with regard to implementation of Social Protection Floors.

Moreover, in Tajikistan, the Phase II constitutes the implementation modality of the Decent Work Country Programme for the Republic of Tajikistan (2015-2017)¹⁶, which aimed at the sustainable socio-economic development of Tajikistan, on the basis of labour relations regulation in line with international labour standards, stimulation of productive employment, ensuring social protection of population and further promotion of social dialogue. The project contributes directly to 7 out of 10 its outcomes under all priority areas (see Table 1).

Table 1. Contribution of the DW II Project to the DWCP for Tajikistan (2015-2017)

Priority area	DWCP Outcomes to which the project is contributing
Priority 1. Strengthening capacities of tripartite constituents to address priority labour issues through social dialogue	Outcome 1.1: National mechanisms for tripartite and bipartite social dialogue improved, including through increased capacities of employers and workers to engage effectively in social dialogue at all levels Outcome 1.4: Formalization in selected sectors of informal economy promoted by constituents
Priority 2: Promoting decent employment opportunities for men and women including returning labour migrants	Outcome 2.1: National legal and policy frameworks improved in the field of employment promotion Outcome 2.2: National LMI and analysis system improved Outcome 2.3: Decent employment opportunities for youth increased through skills development and entrepreneurial training

¹³ https://www.unpei.org/sites/default/files/PDF/UNDAF_2010-2015_Tajikistan_Eng.pdf

¹⁴ https://www.unecce.org/fileadmin/DAM/operact/Technical_Cooperation/Delivering_as_One/UNDAF_country_files/UNDAF_files_2015-2020/Tajikistan-UNDAF_2016-2020-Eng_final.pdf

¹⁵ Background information: The DCC was created in 2006 to coordinate work on development issues. Members are the main key donor organizations active in Tajikistan, including multilateral agencies, bilateral development partners, various UN agencies and some key international non-governmental organizations. The DCC has further established sector-specific sub-groups, where a large part of the coordination work is done. The main working tools are informal exchange of information on policy or sector developments and up-coming events, and structured policy discussions.

¹⁶ Background information: DWCP is based on the national priorities agreed and formulated in the course of consultations between the tripartite constituents of the Republic of Tajikistan (the Government of the Republic of Tajikistan, the Federation of Independent Trade Unions of Tajikistan and the Union of the Employers of the Republic of Tajikistan), with the active involvement of the Decent Work Technical Support Team and the ILO Country Office for Eastern Europe and Central Asia. It was signed in June 2015.

Priority 3: Improving working conditions and enhancing the coverage of social protection

Outcome 3.1: The OSH national programmes and systems are further improved and labour inspection is modernized
Outcome 3.2: Social security schemes improved through introduction of minimum social guarantees (SPF)

In the Kyrgyz Republic, because of absence of the DWCP¹⁷, the Phase II directly contributes to implementation part of the DWT/CO-Moscow Country Workplan for 2014-2015 and 2016-2017.

The development objective of this project, defined as ‘Support inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men, by contributing to the implementation of DWCPs in Kyrgyzstan and Tajikistan’ is of great relevance to the existing needs of the recipient government and beneficiaries’ agencies.

5.1.2. Relevance for ILO programming

The DW II Project has clearly defined and direct relevance to the ILO priorities globally and regionally and both draws upon and contributes to the ILO technical expertise in relation to the ILS, labour market and employment policies, social security, governance, and social dialogue. The DW II Project supports 5 out of the 10 ILO policy outcomes within the ILO Transitional Plan 2016-2017/Strategic Framework 2018-2021, in particular №1 ‘More and better jobs for inclusive growth and improved youth employment prospects’; №3 ‘Creating and extending social protection floors’; №6 ‘Formalization of the informal economy’; №7 ‘Promoting workplace compliance through labour inspection’; №10 ‘Strong and representative employers’ and workers’ organizations’. In addition, there are 3 cross-cutting policy drivers that are stream-lined in the DW Project – ‘International labour standards’, ‘Social dialogue’ and ‘Gender equality and non-discrimination’. Since all DW Project activities are linked to several Country-Programme Outcomes (CPOs), the Project contributes to the ILO Outcome-Based Workplans for 2016-17 that are part of the overall ILO Implementation Report 2016-17.

The DW II Project also established close partnerships with other ILO projects, implemented by the DWT/CO Office in Moscow, namely the project ‘Applying the G20 Training Strategy’ (“Skills project”)¹⁸ and the project ‘Partnerships for Youth Employment (YE) in the Commonwealth of Independent States’¹⁹.

In the point of view of interviewed ILO staff, the DW II Project allows to keep an enhanced presence and to actively promote the DW Agenda with the tripartite constituents in Kyrgyzstan and Tajikistan as it puts large additional personnel and financial resources at the disposition of the ILO Moscow Office. The DW II Project makes possible a broader policy level approach with regard to the DW Agenda and allows the long-term planning for capacity-enhancement of institutions/organizations in two target countries, which is essential for ensuring lasting impact.

5.1.3. Relevance for donor

The project main donor is the Ministry for Foreign Affairs of Finland. Through the strategy of the donor it is clear how this project is of direct support - a view that was further stressed during the interviews that this evaluation held with stakeholders. The initial design of the DW II project was coherent with the

¹⁷ Note: The last signed DWCP in Kyrgyzstan covered the period of 2006-2009. Since that time, ILO leads the negotiations for signature of the new DWCP.

¹⁸ Background information: Skills project supports skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth implemented by ILO in partnership with the Russian Federation during December 2012 – September 2016

¹⁹ Background information: YE project aims to enhance regional capacity and cooperation on YE issues, strengthen the capacity of LM institutions to promote Decent Work for youth, and support the development and pilot implementation of YE policies and programmes. The project funded by the OAO Lukoil and implemented by the ILO in Azerbaijan, Kazakhstan and the Russian Federation during January 2013-December 2018, but it also supports limited interventions on YE in Tajikistan

2012 Finland's Development Policy Programme²⁰ priority 4 'Human Development', which sought to promote knowledge and skills, health and well-being for strengthening human development and ensuring equality through education, good health and safe working conditions. Meanwhile, the revised design of the DW II project is in line with 2016 Finland's Development Policy Programme²¹, in which Kyrgyzstan and Tajikistan have been clearly defined as part of Finland's target countries. The Phase II in particular fits closely with priority 2 'The growth of developing countries' economies to generate more jobs, livelihoods and well-being', which focuses on promotion of decent jobs and livelihood opportunities as the cornerstones of human well-being and well-functioning societies.

The project is also a part of the Wider Europe Initiative (WEI)²², a bi- and multilateral cooperation programme in Eastern Europe, Southern Caucasus and Central Asia, launched by Finland in 2008, which seeks to promote stability, prosperity and well-being in the countries of the region.

5.1.4. Project design

The project 'From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II' (DW II project) builds upon the results and lessons learned of the project "From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia, phase I". Phase I was implemented by the ILO from February 2010 to February 2014 with funding support from the Ministry for Foreign Affairs of Finland and targeted eight countries²³ and had three main subject areas (Pillar 1: "Employment", Pillar 2: "Occupational Safety and Health" and Pillar 3: "Social Security") in which the ILO provided support to its tripartite constituents for the implementation of their Decent Work Agenda (with or without formal Decent Work Country Programmes/DWCPS).

Further to a successful completion of phase I in February 2014, the Donor decided to support the second phase, but with reduction of the scope to two countries (Kyrgyzstan and Tajikistan). The target countries for Phase II were selected based on Finland's new Development Policy Programme, adopted in February 2012, which limits the countries to which Finland renders development cooperation support only to those belonging to the Low-Income Country (LIC) category.

The Phase II was developed by the DWT/CO Moscow in 2013 in consultative collaboration with the tripartite constituents of two target countries to ensure national ownership, sustainability, full integration in DWCP/DWA and Moscow Office regular OBWs. The whole process of project design took one year.

The initial project design had a complex structure as was composed of 6 pillars (Pillar 1: "Labour Market Information", Pillar 2: "Youth Employment", Pillar 3: "Social Security", Pillar 4: "Occupational Safety and Health", Pillar 5: "Informal Economy" and Pillar 6: "Labour Market Inclusion") and 25 accompanied outputs to support inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men, by contributing to the implementation of DWCPs in Kyrgyzstan and Tajikistan.

The project's theory of change was built on the Areas of Critical Importance (ACI)-based implementation model which allowed the Phase II to be fully integrated into the DWCPs and the regular work of the ILO. The project's theory of change was straightforward, although quite comprehensive in terms of the number of areas to be covered under umbrella of one project. By providing support in the development of national policies and programmes and reviewing legislation for promotion of decent employment, social protection, productivity and safe working conditions, and effective transition to formality, by

²⁰ <http://formin-origin.finland.fi/public/default.aspx?contentid=251855&culture=en-US>

²¹ <http://formin.finland.fi/public/default.aspx?contentid=328294&contentlan=2&culture=fi-FI>

²² <http://www.widereurope.eu/neighbourhood/>

²³ Central Asia – Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan; South Caucasus – Armenia, Azerbaijan and Georgia

strengthening the capacities of the tripartite constituents, public employment services, social security institutions, local experts and by providing direct support to beneficiaries through pilot implementation of active labour market measures, the Project would be able to strengthen tripartism and social dialogue and contribute to increase in the level of economic development and reduction in poverty.

In overall, the original ProDoc of Phase II contains a strong analysis of both the national and legal context in which the project intends to operate. It provides clear arguments for the justification of the intervention. All levels of intervention were defined with a sufficient level of detail; inputs were just mentioned (with no redundant or useless detail), - a choice which is coherent with the purpose to ensure the comprehension of the logic of intervention and its transparency and accountability. The Project was intentionally designed in a “light” way, leaving specific details open in order to allow for fine-tuning during implementation. Target groups were defined for the intervention as a whole, and the different typologies of intervention (modalities for delivering the Output) were clearly and concisely spelled out. Assumptions and Risks (Conditionalities) were defined for the whole project rather than at the level of each Immediate Objective, which have not allowed for the identification of conditionalities that were sufficiently specific. Assumptions are the conditions necessary in order to ensure that the project activities will produce results, while risks are the possibility that they may not occur. Risks need to be recognized and prevented from happening to the extent possible, and contingency plans must be put in place to deal with them, should they happen. The main conditionalities identified were quite generic and were centered on partners’ commitments, turnover of key personnel, support for political decision-makers and staff of other government agencies and social partners, and continued availability of human and financial resources. The strong feature of the project is that generic assumptions, risks and mitigating measures have been reviewed and updated on a quarterly basis within the progress reporting cycle. Risks and assumptions are in general held true.

However, after the first year of implementation due to the cuts in the project financing for the years 2016-2017 announced by the Donor in June and September 2015, the Phase II was revised in October-November 2015, after in-depth discussions with the DWT/CO Moscow Specialists and taking into account DW priorities of constituents in the two target countries.

The 6 Outcomes/Pillars were restructured and transformed into 3 Outcomes/Pillars and started to be fully corresponded to the structure of Phase I. The number of Outputs under 3 Outcomes were reduced from 25 to 10. One component was totally excluded (Outcome 6: Disability inclusion and gender component/maternity protection was added to Outcome 3), and some Outputs will be delivered in only 1 of the 2 target countries (Labour market information – only in Kyrgyzstan, Youth employment – only in Tajikistan, Social protection floor – only in Kyrgyzstan).

Table 2: Revised Phase II Results Framework

Outcomes	Outputs
Outcome 1: Constituents’ increased capacity to promote more and better jobs and enhance employment opportunities for young people	Output 1.1: Constituents provided with capacity-building on Labour Market Information (LMI) up-date and analysis (planned for Kyrgyzstan)
	Output 1.2: Targeted LM policies and programmes to facilitate transition to decent work for young people developed and tested in a pilot sector (planned for Tajikistan)
Outcome 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to	Output 2.1: Tripartite constituents trained to contribute to OSH policies through social dialogue
	Output 2.2: National OSH profile up-dated to give policy advise on OSH issues
	Output 2.3: Labour Inspection (LI) provided with training on applying OSH standards and carrying out inspection

formal economy (planned for both countries)	Output 2.4: Trade Unions (TU) and Employers Organisations (EO) provided with training to promote transitioning from informal to formal economy/employment
Outcome 3: Extended national social protection system (planned for Kyrgyzstan)	Output 3.1: Social Protection Floor (SPF) rapid assessment situational analysis with specific recommendations, in line with ILO Recommendation R202
	Output 3.2: Assessment-Based National Dialogue (ABND), based on social dialogue, implemented as the first stage in SPF process
	Output 3.3: Constituents able to implement R202, focusing on the four basic social security guarantees
	Output 3.4: Constituents trained to implement C183 (maternity protection)

The revised specific objectives are well defined. The expected results are clear. The selected activities are relevant for the fulfilment of the stated objectives and results. However, the components are outlined separately and there is no narrative which demonstrates the inter-connection/synergy between these components and the overall internal coherence of the project. While it is clear that these components do make sense as a group, the project design documentation should have provided much more detail on the linkages between the components. In addition, the project design of Phase II is lacking a clear description of the regional strategy for knowledge-sharing, exchange of experience and joint interventions between two target countries. This limits the possibility to make proper assessment of effectiveness of regional collaboration as well as achievement of results. The revised Logframe monitoring elements (indicators, means of verification, assumptions) are, in general, well-conceived. Most of them are clear, relevant, valid and contextually sound. Nevertheless, some indicators provided to measure the rate of success ('achievement indicators') fail to pass the SMART-test (specific, measurable, achievable, realistic, time-bound), as they lack measurement of quantity and quality and cannot be used for the assessment of the project progress and achievements.

The examples of that are, as follows:

- some indicators are missing (e.g. outcome indicators for immediate objectives),
- some indicators stated as targets or results (e.g. with reference to Outcome 1, Output 1.1. Labour Force Module of Integrated Household Survey (IHS) to reflect latest recommendations of 19th ICLS up-dated or Outcome 3, Output 3.3. 3 round-tables on national dialogue to support constituents' consensus on government implementation of social protection programmes, as part of the ABND exercise),
- some indicators are not always easy to measure (e.g. with reference Outcome 3, Output 3.3: Recommendations provided and transferred into scenarios that also include calculation of costs for their implementation)
- most of the output indicators lack qualitative assessment, as well as clear indication of the expected change/shift in knowledge, attitudes, and practices of the beneficiaries throughout the Project.

5.2. Effectiveness

5.2.1. Project Progress and Effectiveness

Evidence shows that the DW II project has made progress in achieving its outcomes in supporting inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men.

In support of Outcome 1 ('Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people') the following has been delivered:

Kyrgyzstan	<ul style="list-style-type: none"> ▪ Supported testing of Wave II pilot questionnaires for piloting LFS in Chui and Osh oblasts covering 800 households by the National Statistical Committee (2016) ▪ Supported testing of Wave I pilot questionnaires for piloting Labour Force Survey (LFS) in Chui and Osh oblasts covering 800 households by the National Statistical Committee and supported training of 2 staff of the National Statistical Committee in Geneva (2015) ▪ Conducted the initial seminar on LMI road-map and translated into Russian the training manual on enterprise labour flexibility (2014) ▪ Hold consultations with MoL on follow-up of peer review recommendations, training on analysis of employment-related data and its impact on employment policies (2015) ▪ Supported with the YE project the elaboration by Kyrgyzstan MoL of the YE policy report which was Peer Reviewed by Armenian MoL (2014)
Tajikistan	<ul style="list-style-type: none"> ▪ Hold a round-table on 'Ways to improve the efficiency in the performance of the state employment service' (2016) ▪ Organized three 2-days seminars for Agency of Statistics of Tajikistan and supported them in the development of questionnaire for conduction LFS (2016) ▪ Conducted mid-term monitoring study on implementation of 'State Labour Market Development Strategy in Tajikistan until 2020' and supported the presentation of the findings at session of 'Governing Council under Tajikistan Government on Monitoring Implementation of Tasks and Actions of 'State Labour Market Development Strategy in Tajikistan until 2020' (2016) ▪ Organized a round-table with presentation and discussion of training recommendations for MoL and employment centres for 2017-2018 (2016) ▪ Supported jointly with G20 project the study visit of 6 representatives of the Government of Tajikistan to Russia (Moscow, Kaluga, Obninsk) for studying experience on LMI, YE, TVET and SD (2016) ▪ Undertook a Fact-finding Mission to assess the training needs of employees of MoL and Employment centres of Tajikistan, based on 2 pilot centres in Dushanbe and Kurgan-Tyube (2016) ▪ Conducted an assessment of the Public Employment Service (PES) in 2 pilot employment centres Dushanbe and Kurgan Tyube and prepared recommendations to the Minister of Labour of Tajikistan (2015) ▪ Conducted the seminar on ICLS and translated into Russian the training manual on enterprise labour flexibility (2014)

	<ul style="list-style-type: none"> ▪ Supported with the YE project the elaboration by Tajikistan MoL of the YE policy report which was Peer Reviewed by Azerbaijan MoL (2015) ▪ Support with up-dating of data-base with Tajikistan national YE policies and legislation (2014)
Kyrgyzstan and Tajikistan	<ul style="list-style-type: none"> ▪ Organised a seminar on ILS (2016) ▪ Supported participation of one person from each of tripartite constituents in regional conference ‘LM transitions of young in Europe and Central Asia’ in Geneva (2015) ▪ Supported jointly with the YE project the sub-regional conference ‘On YE support’ with participation of 9 countries (2014) ▪ Drafted the synthesis report based on self-assessment of YE policies in Kyrgyzstan and Peer-Reviewed containing recommendations for strengthening YE policies in Kyrgyzstan and shared it with national constituents (2014) ▪ Presented a peer-reviewed Report on YE policies produced by Kyrgyz MoL and Peer-Reviewed by Armenia MoL at a sub-regional seminar in St. Petersburg (2014)

Feedback from evaluation interviews with stakeholders and beneficiaries shows that the overall delivery of outputs under Outcome 1 is perceived as satisfactory. The vast majority of activities under this component are still in process of implementation; however, there are good prospects for achieving the set targets. The project was successful in quality enhancing of LFS technical capacity of state statistical agencies in both target countries under Output 1.1. Kyrgyzstan was selected as 1 of 10 countries worldwide by ILO HQ Geneva to be part of the pilot Labour Force Survey (LFS) programme Phase I (2015-2016), as a response to the new international statistical standards on statistics of work, adopted at the 19th International Conference of Labour Statisticians in October 2013; meanwhile, Tajikistan was included by the ILO HQ Geneva in the LFS Pilot Phase II (2016 -2017). The participation in this pilot allows project’s target countries to get first-hand support in applying and developing LFS methodology and improve the quality of their work in measuring paid and unpaid work. The project was able to attract highly experienced expert to assist with improvement of performance of the State Employment Service of Tajikistan. The project provided important assistance in undertaken the mid-term review of the status of implementation of the State Labour Market Development Strategy in Tajikistan until 2020. This allowed to assess the intermediate results and progress as well as determine areas required further improvement. Based on the thorough analysis of the needs, the project prepared the Action Plan for 2017-2018 approved by MoL in November 2015, which will cover the improvement of normative-legal regulation in the field of employment promotion, assessing the quality and accessibility of state services and development of staff, qualification enhancement for employment services’ staff, who provide state services. This work will be conducted by the project on 3 pilot centres, which would represent 3 different types of centres – oblast/regional/RRP levels, city/countryside, industry/agriculture. Under Output 1.2. the project was able to improve the measures on enhancing employment of young people in the target countries through supporting their participation in the peer-review mechanism. In 2015, the YE policy of Tajikistan was peer-reviewed by the MoL of Azerbaijan that resulted in a number of recommendations to improve the YE situation in Tajikistan, among them an improved system of data collection and analysis (including LM surveys and forecasting), as well as a proposal on Active Labour Market Programmes (ALMP²⁴) adapted to current needs of the LM.

²⁴ Background information: During Phase I of the DW Project, 2 Active Labour Market Programmes (ALMP) for young people were developed with the tripartite constituents of AZE. These 2 ALMPs are wage subsidies for young people with university education in Baku, and young agricultural entrepreneurs in rural areas. After successful implementation of the 2 ALMPs, these are now being full-scale implemented with financial support from the Fund of the President of AZE (6 mill. Manat (USD 4 mill.) in 2016 & 42 mill. Manat (USD 28 mill.), expected to be allocated by a National Fund in 2017).

In support of Outcome 2 ('Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy') the following has been delivered:

Kyrgyzstan	<ul style="list-style-type: none"> ▪ Organised round-table for validation of final version of National OSH Profile of Kyrgyzstan and discussions of prioritization of recommendations (2016) ▪ Prepared and presented by Kyrgyz working-group expert comments on draft National OSH Programme for 2017-2020 (2016) ▪ Undertook seminar for the implementation of recommendations, developed within the National OSH Profile for Kyrgyz Republic (2016) ▪ Organised 4 round-tables to discuss three drafts of National OSH Profile, translated final version of National OSH Profile into Russian and printed 500 copies (2015) ▪ Undertook a series of meetings with constituents for collecting information and data to updating the National OSH Profile (2015) ▪ Conduction of seminar on PR for TUs (2016) ▪ Showed 5 cartoons (free of charge, being non-commercial advertising) on national and regional TV channels (2016) ▪ Developed 5 cartoons about informal employment on such topics as 'No1 Lack of pension', 'No2 – Lack of job security (no maternity leave)', 'No3 Lack of health insurance at loss of ability to work', No4 'Role of Trade Unions', No5 Concluding video, summarizing the first 4 ones 'Come out of the shadow and join the Trade Union!' for national information campaign in coordination with Federation of TUs of Kyrgyzstan and 7 Branch TUs (2015) ▪ Organised 6 Seminars on informal employment for TUs (2015) ▪ Conducted the training in advocacy for 3 EOs for development of joint policy paper on EESE and advocacy campaign to promote the policy changes (2016) ▪ Elaborated a National Assessment Report on an enabling environment for sustainable enterprises, undertook a validation workshop on EESE survey preliminary results for Confederation, NABA and JIA and hold round-table with presentation of the final report (2016) ▪ Conducted follow-up meetings with 3 EOs on EESE and hold 6 focus groups/40 entrepreneurs/ members of 2 EOs (representatives garment, construction, agricultural sectors) for preparation of the National Assessment Report on EESE (2015) ▪ Organized the initial seminar on LM in Kyrgyzstan and promotion of co-operative business model (2014)
Tajikistan	<ul style="list-style-type: none"> ▪ Established the working group for coordinating the work on the National OSH Profile (2016) ▪ Undertook a training seminar on organization of up-dating National OSH Profile in Tajikistan and organized 2 round-tables on 1th and 2nd draft National OSH Profile in Tajikistan (2016) ▪ Organised meetings with constituents to collect information and define priorities on National OSH Profile (2015-2016) ▪ Organised 2 seminars on OSH for labour inspectors and TUs (2015) ▪ Undertook a training for 10 labour inspectors on investigation of occupational accidents, reporting and seminar on exploitation of instruments that form part of OSH bags for labour inspectors (2015) ▪ Organized a round-table on social dialogue and OSH (2015)

	<ul style="list-style-type: none"> ▪ Organized a seminar on gender development and employment of women in informal economy (2016) ▪ Undertook a seminar on creation strategic approach and plan of action strengthening of TU structures for Federation of Trade Unions leaders (2016) ▪ Organised 4 seminars on informal employment for Federation of TUs and branch TUs (2015) ▪ Organised 2 seminars about formalisation of labour relations for 16 branch and regional TUs and creation of TU among informally employed and social dialogue for 18 Branch TUs (2014) ▪ Elaborated a National Assessment Report on an enabling environment for sustainable enterprises, organised meetings with 2 EOs to discuss EESE National Assessment Report and translated it from English to Tajik language (2016) ▪ Conducted follow-up meetings with 2 EOs on EESE and hold 5 focus groups/45 entrepreneurs/ members of 2 EOs discussed key constraints for business in Tajikistan (representatives Agricultural, handicraft, tourism, information communication sectors) for preparation of the National Assessment Report on EESE (2015)
Kyrgyzstan and Tajikistan	<ul style="list-style-type: none"> ▪ Organised a training seminar on profile-related issues, labour inspections at work-places and assessment of working-conditions for Kyrgyzstan and Tajikistan relevant representatives (2016) ▪ Organised the sub-regional meeting on OSH with Rostrud (Russia), MoL and Labour Inspections from Kyrgyzstan and Tajikistan (2015) ▪ Supported participation of 3 Kyrgyz and 3 Tajik TUs representatives at the sub-regional TU Conference in Alma-Ata (2016) ▪ Organized a seminar for women TU leaders from Central Asia (2016) ▪ Organized 7 seminars on informal employment for TUs (2016) ▪ Organized the international workshop on decent employment rights of women for 7 Federation of Trade Unions in Chisinau (2015) ▪ Conducted the regional introductory workshop on EESE for 2 EO representatives of each countries in Tbilisi (2015)

Overall, delivery of outputs under Outcome 2 is satisfactory and all planned activities are on track. The project was able to achieve important intermediate results under Output 2.2 and Output 2.4. The Phase II supported the OSH profiles update which have not taken place in both countries since 2008. The OSH profile for Kyrgyzstan was finalised, while the OSH profile for Tajikistan is on the stage of finalization. On the one hand, such type of assistance allows the constituents to reflect the actual situation on OSH in their country. On the other hand, it contributed to the promotion for ratification of ILO Convention №187 by Kyrgyzstan and Tajikistan. Moreover, the process of preparation of the profile promotes social dialogue as it was done in the framework of working groups with representatives of all tripartite partners in each target country. The OSH Profile contains a large number of recommendations also including the delegation of part of approval powers on working conditions regulations to MoL, increase of the size of MoL staff, responsible for working conditions, that procedures for workplace assessment of working conditions should be developed and included in procedures for workplace assessment. In addition, the planned risk assessment and management programme in Kyrgyzstan for 2017-2018 implies capacity enhancement of constituents in this area as well. The assistance with development of OSH profile was in particular important for Tajikistan as with introduction of New Labour Code in June 2016, OSH became a part of the Code. The project used innovative tools for promotion

transitioning from informal to formal economy and employment, like preparing national assessment reports on an enabling environment using ILO EEES instrument²⁵ or launching of information campaign on informal economy using cartoons. The developed National Assessment Reports on an enabling environment for sustainable enterprises reflect the opinion of the entrepreneurs on the situation of the business environment in their country and covered a review of political factors (for example, political stability in the country), a review of economic factors (for example, share of exports in % relationship to GDP), a review of social factors (for example, share of public expenditure on education in % relationship to GDP), and a review of environmental factors. These reports could be used as a road map for eliminating key constraints for businesses in each target country. As evident from evaluation interviews, there are very limited researchers conducted on the development of businesses; therefore, such assessments are very well perceived by social partners. The Phase II was also successful in launching the dialogue among 3 EOs in Kyrgyzstan through creation for the first time the coalition of the EOs to advocate for the improved business environment in the country. These are important steps for the improvement of the business environment in Kyrgyzstan. The developed cartoons contributed greatly to increasing the visibility of the ILO, the DW II Project and the Donor and allowed to reach out to the «invisible» group of informal workers and their employers. They also allowed for the first time to start talking about the issue of informal economy on the national level. On a global level, this product can be considered as a part of the global campaign, promoted by the ILO Recommendation №204. The cartoons have been showed during the International Labour Conference held in June 2016. In both countries as planned, the project raised awareness of social partners on such issues as informal economy/employment, gender issues and general TU-related issues (for example, presenting the Georgian experience of liberalising labour relations and adjusting the Labour Code).

In support of Outcome 3 ('Extended national social protection system') the following has been delivered:

Kyrgyzstan

- Hold 2 round-tables (technical and high level) on ABND Matrix II for SPF working-group and submitted the ABND final report by SPF working group to the Government of Kyrgyzstan for endorsement (2016)
- Provided inputs for the development of UN Joint Report 'SPF: ABND in Kyrgyzstan' (2016)
- Led the process of development of ABND Matrix I within the working-group composed of members of Ministry of Social Development and other government institutions, UN agencies, social partners and civil societies (2015)
- Prepared a report on minimal social protection standards data collection as per RAP (Rapid Assessment Protocol) and legal part of matrix on current social protection system (2015)
- Provided technical assistance on disability part of the draft National Social Protection Programme 2015-17 within the established working group for preparation and formulation of national SPF (2015)
- Organised 2 seminars on «Maternity protection and gender aspects of social security» (2016 and 2015)
- Conducted a seminar on C183 as part of SPF and prepared a report on C183 as part of SPF (2015)
- Prepared ILO-WFP joint report on "Household food security survey and social protection" (2014)

²⁵ Background information: The EESE is an instrument to analyse and promote enabling environment, called «Enabling Environment for Sustainable Enterprises» (EESE) that consists of a toolkit and is based on 17 pillars, among them public policies and incentive measures, reducing costs, simplifying administrative procedures, increasing benefits of formalisation. The EESE process covers several steps, starting with awareness-raising on relevance and essence, followed by research on key constraints of creating an enabling environment in a specific country.

Tajikistan	<ul style="list-style-type: none"> ▪ Provided inputs to the draft National Social Protection Strategy, particularly with regard to future SPF support in Tajikistan and participated in the discussion of the draft National Social Protection Strategy (2016) ▪ Elaborated the Assessment Matrix on Social protection system in all 4 SPF areas (2015) ▪ Organised a workshop on «Maternity Protection and Gender Dimension of Social Security» (2015) ▪ Presented SPF concept to constituents and UN agencies during national social protection workshop (2014) ▪ Undertook workshop for presentation of SPF concept and launch of ABND (2014)
Kyrgyzstan and Tajikistan	<ul style="list-style-type: none"> ▪ Organised a TU sub-regional meeting on promotion of C156 and C183 on social protection by women's networks in TUs (2015) ▪ Organised ITC ToT Phase 2 on C189 (Maternity Protection) for 6 Kyrgyz and 4 Tajik participants (2015)

Delivery of outputs under Outcome 3 could be assessed as highly satisfactory. Very good progress can be seen under each output, although reforming social security system is a long-term process which might go beyond the lifetime of Phase II due to its complexity. The main interventions under this component was connected with the Social Protection Floors (SPF). The progress is more feasible in the Kyrgyz Republic, which is the only country in the region which shows interest in implementing SPF. The project tested the ILO Assessment-Based National Dialogue (ABND) instrument for the first time in the CIS region. ILO provided technical support in achieving consensus about extension of social protection floors. It was done through the dialogue process in a highly participatory manner and covered a total of 5 technical working-group and 2 high-level meetings. As a result of 1,5 years' work, the Resolution on National Priorities was adopted, identifying 2 main priorities (a) 'Increasing pension level', (b) 'Increasing monthly benefit to low income families with children', and 2 additional priorities (c) 'Improving social service system', (d) 'Increasing level of maternity benefit' were agreed and solved. The ABND final report is just pending endorsement from the Government and the last high-level ABND planned to be conducted in the beginning of 2017. The evaluation interviews showed that the ABND exercise was viewed by participating partners in a very positive light; however, it was mentioned that the presentation of the costing elements of the Assessment matrix and approaches to be used were not very clearly presented by ILO staff and more capacity building in this area is necessary. In addition, the work on SPF will be continued as ILO was invited to the working-group established by the Government for elaboration of a comprehensive programme in support of family, motherhood and childhood. The work on the SPF issues in Tajikistan is planned to be intensified during 2017-2018 and the same process is planned to be conducted with support of the ILO Social Protection Officer who was relocated to Dushanbe in November 2016.

In addition to SPF/ABND, a number of interventions have been implemented by the project in both Kyrgyzstan and Tajikistan, connected with the ILO Convention №183 on maternity protection. These have included trainings of trainers, and trainings of the tripartite constituents. Special attention was given to maternity protection, because of the large role that maternity benefits play in SPF, and the importance of this issue was shown by constituents of both target countries. The Phase II also promoted the implementation of the results achieved within the Phase I within the maternity protection sub-component, in particular improvement in understanding of the meaning of the Mother Day which was introduced in Kyrgyzstan by the decree of President on April 23, 2012. The Phase II support in this area is also part of promoting ILO C183, so far non-ratified by Kyrgyzstan and Tajikistan.

As it was mentioned in the section 'Relevance' of the present report, the project had to make review of the initial design during 2015 and original Outcome 6: Disability inclusion and gender

component/maternity protection was totally excluded starting from 2016. Nevertheless, the project undertook a number of activities under this Outcome during 2014-2015 which are important to mention.

In support of Outcome 6 ('Constituents' capacity to address regulatory aspects on labour market inclusion enhanced') the following has been delivered:

Kyrgyzstan and
Tajikistan

- Undertook two fact-finding missions for drafting a paper on disability inclusion and produced the recommendations for Kyrgyzstan and Tajikistan on disability inclusion (2015)
- Organized jointly with the G20 Project and YE project the second regional workshop on disability inclusion in employment for 10 participants from Tajikistan and Kyrgyzstan with experts (2015)
- Organized jointly with the G20 Project the first regional workshop on inclusion of people with disabilities in the labour market in Russia for 8 participants from Tajikistan, Kyrgyzstan, Armenia and Russia (2015)
- Conducted two introductory information seminars on international standards HR and employment aspects relating to persons with disabilities in Kyrgyzstan and Tajikistan (2014)

Delivery of outputs under Outcome 6 is perceived as moderately satisfactory. On the one hand, the project started important initiatives on raising awareness of constituents on rights'-based equality model enshrined in C159 with regard to vocational rehabilitation and employment for persons with disability and was able to prepare a set of recommendations for both target countries based on the experience of Armenia and Russia (Krasnodarskiy region) on the ways for improvement of existing legislation that contains mechanisms of state policy on protection of rights/freedoms of disabled, interaction of education and employment services with institutions of medico-social expertise and social security authorities, sociological research to identify more closely the needs of employment for disabled, mechanisms of incentives for employers that employ disabled job-seekers and centres for promotion of employment of students/graduates, including disabled, at institutions of vocational education. On the other hand, the project was not able to finish the started activities due to the cuts in funding and discontinued this component since 2016.

However, the pace of the project implementation was influenced by a series of external factors, which have an influence on the achievement of the expected results and the smooth implementation of the Project. Those factors were identified during the interviews with the project partners as part of this mid-term evaluation. The factors listed do not include decrease in financing for 2016-2017 as well as availability of ILO technical specialists as it were mentioned in the Efficiency section of the present report.

- Absence of approved DWCPs (in Kyrgyzstan) and a break between two DWCPs in Tajikistan
The new DWCP for Tajikistan for 2015-2017 was signed only in July 2015, while there is still no DWCP for Kyrgyzstan.

- Changing Governance and Management Frameworks
The project has also been affected by a number of recent government initiatives which have effected changes to the governance context surrounding the project in each target country.

In Tajikistan, there was change of ministerial structure in 2014 that split MoL into two ministries, Ministry of Labour, Migration and Employment of Population (MLMEP) and Ministry of Health and Social Protection of Population (MHSP). This caused delays in the implementation process of project related activities, particularly on MHSP side, since MHSP is not familiar with ILO culture and operations (tripartism, social dialogue, etc.). Meanwhile, in Kyrgyzstan there were frequent changes in the leadership of the Ministry of

Labour, Migration and Youth during 2014-2016 and in December 2015, the Ministry of Labour, Migration and Youth and the Ministry of Social Development were merged into the Ministry of Labour and Social Development of Kyrgyzstan. This had impact on the process of development and approval of updated National OSH Profile and the National OSH programme as well as required the project to work on capacity-enhancement of the new units. The project work on labour inspection was challenging as well as in 2011 the Labour Inspection was dissolved and only a limited number of functions and officials were taken over by the successor – the State Inspectorate for Environmental and Technical Safety under the Government of Kyrgyz Republic. In addition, starting from fall 2014, the National Confederation of Employers of Kyrgyzstan temporarily left the Tripartite Commission and has not been involved in tripartite-based activities. At the same time, the Federation of Employers of Industry “Guild of Directors” of Kyrgyzstan stayed and cooperated in a tripartite format.

- Political instability in one of the target countries

In Kyrgyzstan during 2014-2016, three Governments were changed. It led to regular changes not only of the Ministers/Deputy Ministers of MOL but also to changes of the operational level staff up to the deputy heads of departments which created the need of the project to build up relations over and over again and influenced on the retention rate of the trained staff by the project.

- Absorption capacity of tripartite constituents

The level of institutional development and technical capacity to deal with DW issues of social partners is pretty weak. In addition, the capacity of social partners with regard to roles and responsibilities, clear and up-dated knowledge on labour issues, including laws and conventions vary. It in turn has influence on effectiveness of promotion of social dialogue as social partners do not have a built-in capacity to facilitate joint elaboration of a common view on problems and disputes, and how to develop policies on labour market issues. To cope with this challenge, it is recommended to focus more on strengthening organizational rather than individual capacities of tripartite constituents.

5.2.2. Partnerships and cooperation

The project demonstrated respect for the importance of stakeholder participation, and actively sought stakeholder input through structured periodic meetings and consultations.

The mid-term evaluation has verified that ILO has in overall established strong collaborative relationships for change in policy and practice of tripartite partners in each target country and has strategically targeted its partnership arrangements and thus sphere of influence. The focus upon existing partnerships is understandable and appropriate at the present juncture of programming. It has enabled the project to have maximum influence upon counterpart activities in a short period of time through focused technical assistance and support for pilot activities implemented by these partners.

The quality of relationships between the project team and counterparts were strongly evidenced throughout the in-country missions. The Evaluation Expert was able to observe team members and counterparts engage in detailed, strategic discussions regarding decent work issues and potential programming and policy responses. Such relationships coupled with the professional integrity of the team and technical integrity of ILO underpin the project’s effectiveness and maximize its potential for success.

The Phase II within its operation tried to strengthen as much as possible the dialogue and cooperation between governments, employers, and workers on the national level and in such way, promote tripartism. It could be seen from the project active participation in the development of DWCP for Tajikistan (2015-2017), involvement in the development of a roadmap for implementation of the Social Development Programme in Kyrgyzstan through Assessment-based National Dialogue (ABND) process composed of ministries, government agencies, employers’ and workers’ organizations, civil society, and the Development Partners Coordination Council, development of Enabling Environment for Sustainable

Enterprises report in close coordination with the TUs and EOs, fostering collaboration among three employers organizations for improvement of the business environment in Kyrgyzstan (National Confederation of Employers of Kyrgyz Republic, JIA Business Association and National Alliance of Business Associations), establishing working groups consisting of representatives of tripartite constituents for updating of the National OSH Profile in Kyrgyzstan, initiation of the collaboration with National Statistical Committees of Kyrgyzstan and Tajikistan for piloting LFS. In addition, the project established collaboration with the World Bank ECASTAT Project for undertaking LFS by the Agency of Statistics of Tajikistan.

The interviewed tripartite partners in Kyrgyzstan and Tajikistan confirmed that there was good coordination and collaboration with them throughout the implementation of Phase II in the period under review. The interviewed project partners appreciated the ILO's responsiveness and action-orientation. This seems to form a solid basis for continued cooperation and coordination within the DW II Project.

5.2.3. Gender

The gender orientation of the project was examined throughout the midterm evaluation and it is noted that as a result of its focus on promoting more and better jobs, extending social protection floors, improvement in working conditions and formalisation of informal economy, the project has an inherent focus upon the promotion of equal opportunities and which are supported by standard ILO generic guidelines and policies relating to gender participation.

The analysis of project documents and interviews with project staff showed that the DW II project used four main ways to address gender issues during both the design and implementation of its activities.

First, one of the objectives of the Phase II before the revision was focused on gender equality and promotion of women empowerment and disability rights, particularly Outcome 6 'Labour market inclusion regulatory aspects (women and disabled)'. After the project revision, the issues of gender equality are started to be addressed within Outcome 2 'Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy' and Outcome 3 'Extended national social protection system'. Under Outcome 2, the project provided special support to the women's TU network of Central Asian countries and organized a series of workshops dedicated to the Women's members of Trade Unions to strengthen capacity of TUs to apply C156 and C183 with regard to gender aspects of social protection, reconciliation of family and employment responsibilities and conducted trainings on decent employment rights of women and promotion of equal opportunities for Kyrgyz and Tajik TUs, meanwhile under Outcome 3 a special gender focus has been on maternity protection through incorporation of maternity protection issues in the Assessment-based National Dialogue in Kyrgyzstan, organization of several technical trainings on ILO Maternity Protection Convention 183 and implementation of "Maternity protection and Gender mainstreaming in Social Security" trainings in all regions of Kyrgyzstan.

Second, the project developed and included into the revised LogFrame three quantitative gender indicators. Under Outcome 2 Indicators 2.4.1. № of capacity-building workshops for federal and regional/sector TUs in areas of strategic planning, social dialogue and gender conducted and 2.4.2. № of capacity-building workshops for EOs in areas of strategic planning, social dialogue, gender, development of a new member service and under Outcome 3 Indicator 3.4.1. № of capacity-building activities for social partners with regard to C183/maternity protection.

Third, the project tries to involve women participants in various project's activities to secure that women and men have equal opportunities and are treated equitably and without discrimination.

Fourth, when it comes to staffing, the ILO ensured balanced representation of women among selected project's experts (both the international and national) and the project team is female dominated.

While quantitative performance targets and indicators to enable data collection and reporting of gender based activity have been established within the project design and Log Frame, the gender orientation of the project, particularly strategies and indicators for the more qualitative aspects of gender could be strengthened within the Phase II design and implementation. For example, there is no clear articulation of how the project will work towards or indeed measure the more qualitative aspects of gender within implementation, how the Project will address the differing vulnerabilities of women and men, nor of how gender will be mainstreamed throughout the project. In addition, the project does not systematically collect and present in the progress reports, the gender-disaggregated data for all its capacity-building activities under different components.

The issue needs to be specifically highlighted with regard to the project's objectives of supporting enabling policy and regulatory environments as well as institutional strengthening. It would be useful for the project to articulate a more detailed strategy for gender mainstreaming, monitoring and evaluation within the revised ProDoc and develop a strategy for strengthening the gender awareness of policy makers and tripartite partners in particular. A more clearly articulated gender strategy should also include mechanisms for qualitative, outcome based monitoring and evaluation of gender issues to complement existing quantitative indicators and more clearly show gender impact. Specific attention should be paid to the inclusion of a detailed outcome-based gender strategy including qualitative impact focussed performance indicators in the future programming of the Phase II.

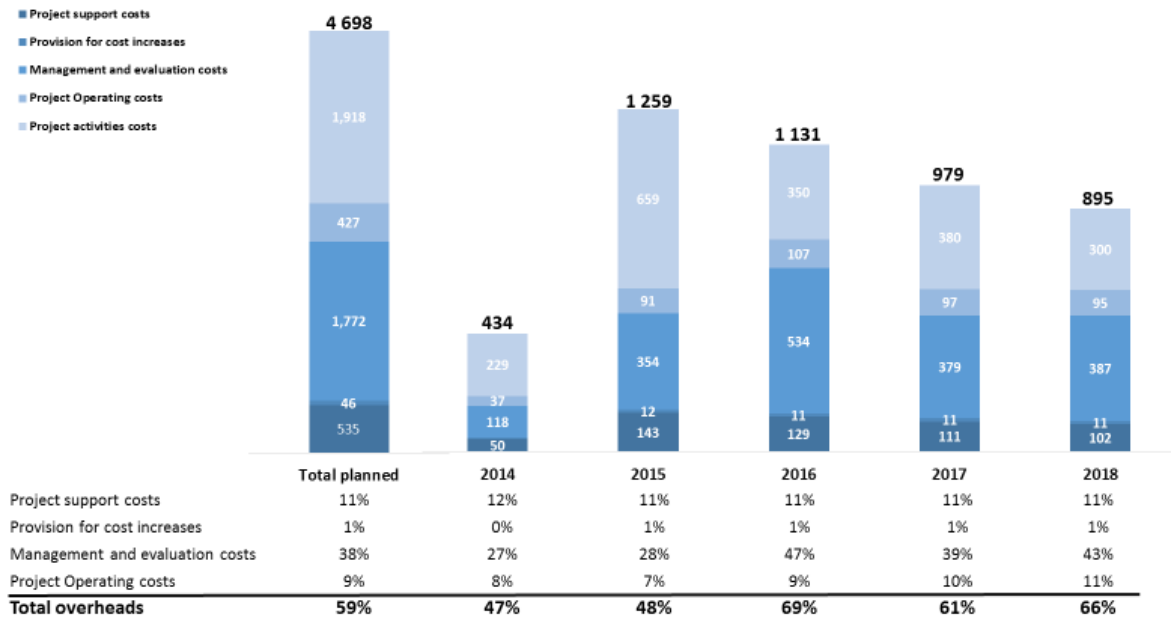
5.3. Efficiency of resources use and management arrangements

5.3.1. Cost effectiveness and timeliness

The total budget of the DW II Project amounts to EUR 4,000,000 for a period of 48 months. After the first year of implementation of Phase II, the Donor in 2015 decreased funding for 2016 and 2017 in the sum of EUR550,000; however, with the commitment to compensate it in 2018. The other challenge which the project experienced was the deteriorating USD-EUR exchange rate that had dropped from 1.35 in 2014 (tranche I) to 1.07 in 2016 (tranche III) – a reduction by 22%. As a result, ILO undertook revision of the budget to reflect changes in donor funding and rescheduling of instalments during 2016-2018. The revision of the budget also resulted in project's no-cost extension for another 10 months with expected end date in December 2018.

Figure 1 presents the revised budget of the project according to four main categories: project expenditures per component, management and evaluation costs, operating costs and project support costs.

Figure 1. Annual planned project expenditures per budget line (figures in thousands USD)



In reviewing of the financial documents obtained from the desk report, the DW II Project should be seen as a capacity development intervention; therefore, the distribution of costs between ‘Project Direct Cost’ and ‘Project Quality Assurance Cost’ amounts to 41 per cent and 59 per cent respectively.

As evident from the initial ProDoc, the biggest allocations (24% of the total budget) were for Outcome 5 ‘Informal Economy’ and the smallest (8%) for Outcome 6 ‘Regulatory aspects LM inclusion’. For Outcome 1 ‘LMI’, Outcome 2 ‘Youth employment promotion’, Outcome 3 ‘Social protection floor’ and Outcome 4 ‘SME sector/Labour inspection’ were planned to allocate 17% per each. However, after the budget review, it is not clear how the allocations per Outcome has been re-distributed. In addition, the analysis of project’s financial statement show that it does not reflect the allocation and expenditures per Output, which makes it impossible to estimate the distribution of costs neither within the components nor per country as well as make analysis of planned versus actual allocations. The lack of clear budget allocation per country in the ProDoc has contributed to a perception of lack of budget transparency of the project among project’s counterparts. In addition, absence of such information creating challenges for reporting by UN Country Teams to the Governments of target countries about annual project’s spending on different activities (study tours, trainings, etc) as well as commitments for the next year.

The budget is planned to be disbursed in five pledged amounts: in 2014 - 9% of the total budget, in 2015 - 27%, in 2016- 24%, in 2017-21% and in 2018- 19%. At the time of the mid-term evaluation, the donor disbursed 66.5% of the total funding amount in three tranches, i.e. EUR2,660,000 or US\$ 3,236,711.

Figure 2. Project's implementation rate (figures in thousands USD)

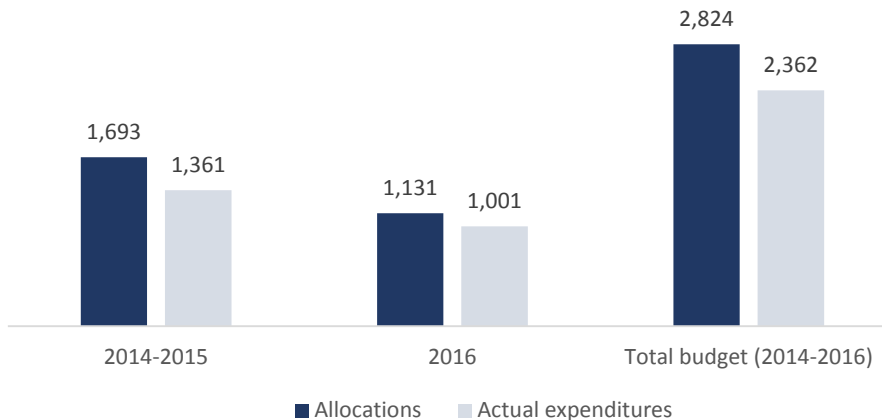


Figure 2 displays the implementation rate which constituted 80.4 per cent in 2014-2015 and 88.5 per cent in 2016.

The overall delivery rate for the period 2014-2016 constituted 83.6%.

It is also pertinent to note that the project team has established a very good financial planning system. After budget cuts, the project started to make annual reserves in the amount of US\$300,000-350,000 for the next year to ensure coverage of expenses. In case of non-receiving of the next tranches from the Donor, the project will be able to continue its work by April 2018. This could be considered as a very relevant mitigation measure.

In overall, the project budget is tight to cover distinct technical areas of work in two target countries with a large number of activities. To complement the project's resources, the DW II project team successfully established synergies with other ILO projects (the Skills project and the YE project) through cost-sharing arrangements and/or in-kind contributions. The examples of cost-sharing with the YE project is in the area of peer reviews of YE policies, while with the G20 project is in the field of development of the LM policies for young people under Outcome 1. During 2014-2015, three projects also cost-shared some activities under Outcome 6 'Capacity-building of constituents on disability inclusion'. In addition, the ILO technical specialists have at the disposal their own budgets through such ILO funding instruments as RBSA- Regular Budget Supplementary Account and RBTC – Regular Budget Technical Cooperation. When feasible they use these instruments to cost-share some of the DW II project's activities. For instance, under Output 2.4 'EOs transitioning from informal to formal economy/employment', the project covered the costs for conduction of trainings on the national level, while Senior Enterprise Development Specialist used RBSA sub-regional budget line for sustainable enterprises to cover the costs for development of National Assessment Reports on an enabling environment for sustainable enterprises, while the costs of the missions of the Senior EOs Specialist and external collaborators from Western Europe for the work with employers organizations were covered by the RBTC. Another example could be provided under Outputs 2.1-2.3 'Labour Inspection/OSH', when the project covered the costs for conduction of the training on OSH, while the ILO Senior OSH Specialist used RBSA funding to cover the costs for publication of the training manual.

The DW II project maintains thorough records of all transactions. In reviewing of the financial documents obtained from the desk report, all procurement is done within the rules and regulations of ILO Geneva. This attentive maintenance of records and adherence to good administrative and financial practice also contribute to the active promotion of transparency and accountability.

5.3.2. Project Management and Governance

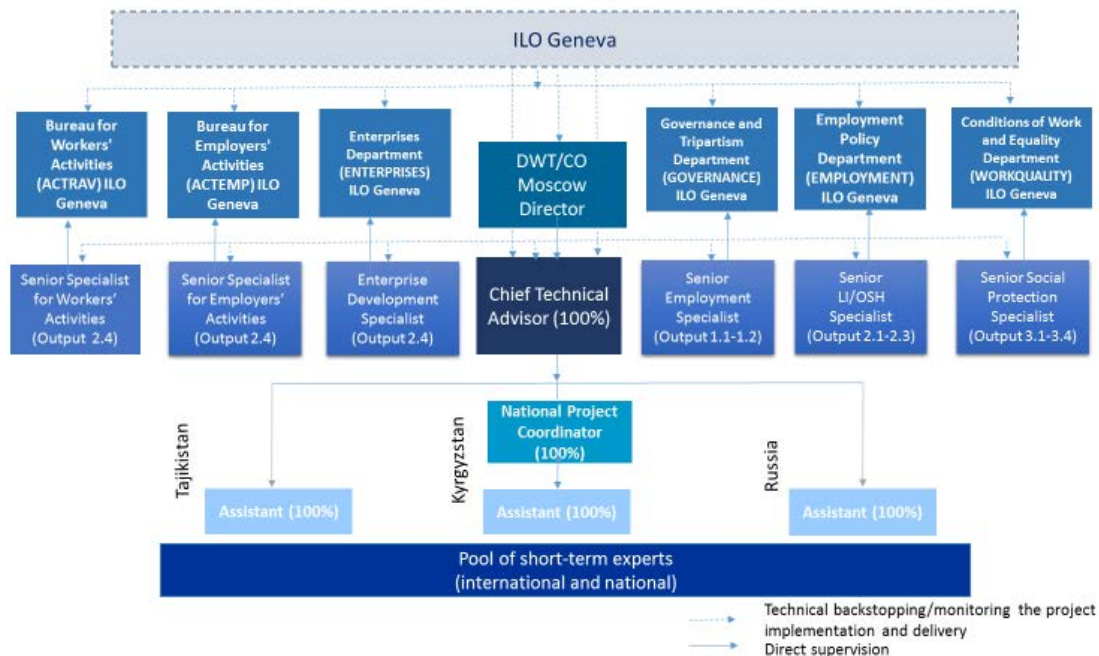
The midterm evaluation explored both internal and external management arrangements through meetings and interviews with ILO administrative staff as well as in discussions and interviews with counterparts.

The project is administered through the DWT/CO Office in Moscow, and is overseen by the Chief Technical Adviser (CTA), reporting to the ILO Country Director. The CTA is assisted by an administrative assistant in Moscow/Russia and supported by a small team composed of a national project coordinator and a project assistant in Bishkek/Kyrgyzstan and a project assistant in Dushanbe/Tajikistan.

The technical backstopping is provided by the specialists on Employment, Social Protection, Labour Inspection/Occupational Safety and Health, International Labour Standards, Employers' and Workers' activities, based in the DWT/CO - Moscow. Additional technical support is provided by the relevant ILO headquarters technical departments (NORMES, EMPLOYMENT, GOVERNANCE, SOCPRO, ENTERPRISES, WORKQUALITY, ACTEMP, and ACTRAV).

The Project Board (PB) consisting of the CTA, DWT/CO Moscow specialists on International Labour Standards, Employment, Social Protection, Labour Inspection and OSH, Employers' and Workers' Organizations and the Donor - the Ministry for Foreign Affairs of Finland, meets annually to review the project's progress and annual work plans, and to provide general advice to the project as well as approving project revisions (i.e. major changes in the project document).

Figure 3. Project Organigram



Overall, the project management structure is only partly effective although allows reaching sustainable and meaningful results.

Initially, both in Kyrgyzstan and Tajikistan the positions of National Project Coordinators were planned. However, due to budget cuts the project team after the consultations with the DWT/CO Moscow Specialists made a decision to employ only 1 Coordinator based in Bishkek, whose main tasks is monitoring of the outputs on SPF 3 (Outputs 3.1-3.3) and LMI (Output 1.1) due to their complexity. Meanwhile in

Tajikistan the project assistant is handling the outputs on YE, OSH/LI and informal economy as LMI and SPF would not be covered by the project.

Interviews with stakeholders in Tajikistan indicated that the project would benefit of having as it was originally planned the National Project Coordinator as the National Project Assistant does not possess the necessary technical expertise to represent the project in the country.

The CTA of the DW II Project serves as a programme manager and coordinates the work of the project in each target country with the support of national project staff, while DWT/CO Moscow-based technical specialists with funding support from other ILO sources lead in line with their expertise the respective project’s components. On the one hand, such modality is effective especially for complex projects like the DW II Project as one CTA cannot be expert in each single area and reliance on the technical experts allows to provide professional support to the constituents. On the other hand, it makes the project fully dependent on technical staff who are responsible for the whole Eastern Europe and Central Asia (i.e. 10 countries), have high workload and own workplans with a set of priority countries for a year²⁶ as well as migrate within organization. This in turn makes difficult for them to dedicate their time solely for one or another tripartite partner in each target country of the DW II Project. This in turn causes some delays with implementation of the planned project’s activities within the set timeframes. During Phase II, there was high turnover of technical specialists within the DWT/CO – Moscow. Just during 2016, four technical experts left, in particular:

Table 4. Turnover of ILO technical specialists with the DWT/CO – Moscow during 2016

Technical Specialist	Reason	Comments
Senior Social Protection Specialist (P4)	left to ILO Budapest in October 2016	the support to the project was provided by a Senior specialist (P4) and a Social Protection Officer (P2). P4 specialist covered 10 countries, while P2 covered only Kyrgyzstan. Starting from November 2016, P2 officer was re-allocated to Dushanbe and will be responsible for coordination of activities on SPF and ABND. The new specialist is expected by mid-2017.
Senior Enterprise Specialist	left to ILO Lima in Nov 2016	the new specialist is expected in March 2017
Senior Employment Specialist	has been promoted to the position of the DWT/CO – Moscow Director in November 2016	will be led by CTA until the position will be filled (the project will draw on technical expertise from the YE project)
Senior Specialist for Workers’ Activities	left to ILO Geneva in November 2016	the new specialist is expected in February-March 2017

In addition, Senior Specialist for Employers’ Activities and Senior Specialist for International Labour Standards were absent at the DWT/CO Moscow since October 2014 to June 2015 and October 2015 respectively.

At the same time, it is necessary to note that the CTA established very smooth and very adjustable collaboration with the ILO technical specialists which is highly appreciated by all interviewed experts. To better coordinate the activities with both the ILO technical specialists and the Skills project and the YE project, the DW II Project’s CTA hold internal monthly joint meetings. The Project Board (PB) format is seen as very effective mechanism which allows the ILO through each and every Specialist not only to explain the implementation background of project interventions, but also to better understand the donor

²⁶ Note: This is decided by ILO Geneva

strategy. The PB meetings were held each year in May. As evident from the document review, the project team regularly prepares minutes of the meetings and shares them with Board's members. ILO National Coordinators in each target country were very supportive and stayed in close touch with the project.

In overall, the project has established a strong team with the relevant skills and competencies to be able to effectively manage the DW II Project. The project management team in each country and ILO technical experts were perceived by all interviewed national and international counterparts as knowledgeable and highly experienced. The project has engaged international and national experts to conduct legislative analysis, elaborate project training materials and guides, hold trainings/workshops. Their work and deliverables were perceived as of either 'very good' or 'good' quality by the interviewed stakeholders. In addition, in interviews with the Government and social partners' representatives in two target countries, they advised that the project is professionally implemented, conformed to their requested inputs, and is responsive to information requests.

In terms of governance structure, initially it was planned to be represented by the National Project Advisory Groups (NPAG) in each target country. They were supposed to consist of the representatives from key government Ministries, employers' and workers' organizations, with the ILO National Coordinator in each country and planned to meet annually to review project progress, work-plans, management and administrative arrangements, discuss obstacles and constraints to delivery and identify contextual change, emerging concerns and strategic priorities. They were planned to be set up in 2015 in two target countries. Nevertheless, due to changes in project financing structure and signature of the DWCP in Tajikistan for 2015-2017, it was decided to postpone the creation of NPAG in Kyrgyzstan for 2016, while in Tajikistan it was decided not to duplicate the newly established National Tripartite Committee on Decent Work and Development Cooperation (NTCDW&TC), which has an oversight function over ILO technical cooperation projects in the country²⁷. As evident from the desk review, both structures have developed ToRs in 2016. The first meeting of the National Tripartite Committee on DWCP in Tajikistan was held on November 4, 2016²⁸, meanwhile the first NPAG in Kyrgyzstan²⁹ is took place on December 21, 2016.

In overall, the changes in the project governance structure have been viewed in a positive light. The interviews with the project team and main implementing partners indicate that such project governance arrangements are reasonable.

5.3.3. Monitoring, reporting, and visibility

The CTA and national project staff are responsible for M&E within the project. The strong aspect of project M&E system is that the DW II project uses the Logframe as a management tool in its programming. The Logframe is updated regularly on annual basis. This could be seen as a good practice which should be continued as it allows to make assessment of project achievements under each Outcome and, if necessary, make timely adaptation of work plans and priority interventions.

Although the project did not have a separate M&E plan, it had a well-established documentation system consisting of the ToRs, minutes of meetings, mission reports, needs assessment/fact finding mission reports, reports for trainings and study tours, narrative progress reports and project workplans. However, the desk review showed that the reports vary in quality due to the absence of the standardized templates. For instance, not all trainer's reports contain data on number of participants disaggregated by gender or

²⁷ Background information: National Tripartite Committee on DWCP was created as part of a pilot initiative of the ILO in 15 countries ILO member including Tajikistan. The Tripartite Committee was established with the aim of strengthening the role and increasing the level of involvement of ILO constituents in the design, implementation and evaluation of ILO programs and projects in the Republic of Tajikistan.

²⁸ Background information: The National Tripartite Committee on DWCP in Tajikistan is composed of 10 members and chaired by the Deputy Minister of Labour, Migration and Employment. Such mechanism will be piloted within October 2016-December 2017. As per the ToR the meetings will take place on semi-annual basis to review the status of implementation of the DWCP as well as the TC projects and DW II projects achievements and challenges.

²⁹ Background information: As per the ToR, it will be composed of 8 members and the meetings will be organized annually in December of each year.

does not include sections on major results achieved, lessons learned and/or recommendations for the future.

Further, while the project has a clear approach towards training, the monitoring and evaluation of training remains focused on short term training outcomes and there is not as yet a mechanism to measure long term impacts of training in terms of retention of skills and knowledge, quality of ongoing training provided by project and institutional efforts in strengthening internal training capacities and sustainability of training. While, the monitoring and evaluation of the long-term effectiveness of training is a complex and challenging process in any development project, the stated aim of the project in building capacity suggests that some further attention to this is warranted. The project design and monitoring and evaluation strategy could benefit from the development of a Training and Capacity Building Strategy into the future. Such a plan would articulate a strategy for training and capacity building and would also necessitate the development of a more effective qualitative monitoring and evaluation mechanism which would provide the project with an opportunity to measure the long-term impacts and sustainability of capacity building activities and in particular its efforts at institutionalizing training capacities within its tripartite partners. The project would also benefit from developing of a clear enumeration strategy to record the number of people/institutions that have benefited from the range of services and products implemented by the DW II project. It could be done through establishment of a consolidated database system for capacity building activities and awareness raising activities in each target country which will include the participant's name, sex, institutional and state affiliation, type and name of event participated, contacts, date(s) of event, and venue. In addition, the project would benefit of setting of the system consisting of all key deliverables produced by the project in each target country in different languages (English and Russian).

The DW II Project has a very good reporting practice. The reporting of the ILO (within the organization and to donor) has been in accordance with agreed on formats and time-frames. The progress reports prepared by the project team outline the progress achieved in term of activities, outputs and expected results in addition to the challenges associated with the implementation process and recommend a way forward. The inclusion of data to measure the extent to which the project activities incorporate gender issues in the ILO reporting would be useful, as it could provide relevant data-sets to measure the adherence of the project to the ILO standards in this area. In addition, the progress reports could be strengthened through improvement of reporting under Section 4 'Summary Immediate Objectives' by inclusion in the column 'Indicator Milestone' of the percentage of achievement of the end-of-project target under each indicator. The Phase II contributes to the ILO HQ reporting and results of the DW II project have been included into Implementation Reports for 2014-2015 and 2016-2017. The project team also paid a proper attention towards ensuring the donor visibility in all project's deliverables and events. The DW II Project received also the high level of support from the ILO Moscow Communication Officer during conduction of information campaign on informal economy in Kyrgyzstan.

5.4. Sustainability and impact orientation

Dependent on the nature of the results, and the availability of financial resources, capacity and political ownership, the achievements of the DW II project results can be sustainable. Gleaned from the desk review of documents and from interviews with the project team and project's stakeholders, the ILO undertakes all necessary steps, which are under its control and within its mandate to promote sustainable project's outcomes, although the project does not have a separate sustainability plan. From the outset, the project recognized the importance of ensuring national ownership at every stage in order to achieve sustainability; therefore, all its activities have been designed and/or revised in close coordination with tripartite partners. All work is undertaken within existing structures and mechanisms and there is a strong focus upon strengthening the institutional capacities of both governments and social partners, as well as embedding activities within organisations.

The creation of collaborative working relationships and joint planning is a key issue for ensuring sustainability through shared analysis and articulation of impact and influencing the creation of learning, change oriented environments. Team members have established functional working relationships with stakeholders at all levels, which are clearly based upon mutual trust and shared values and purpose. This will ultimately enable ILO to have significant impact at the technical and influencing level. This is exemplified by a collaborative approach which seeks to build effective working relationships and undertake joint analysis and problem solving in order to influence sustainable change in policy, practice and service delivery. A number of activities which evidence the approach which the project has taken towards sustainability and learning include its work in providing technical support for the review and drafting of national policies and frameworks promoting decent work. Further, TOT approaches, coupled with ongoing mentoring and joint monitoring and evaluation activities are key strategies which aim to strengthen the capacity of partners to deliver improved services to ultimate project beneficiaries (women, men and youth). Sustainability has been written into most of the ToRs prepared during the course of the project and the project team have focused on developing activities that match the interests of project partners in a collaborative fashion to maximise ownership which will hopefully result in activities being carried on after the life of the project.

The main practices and behaviours promoted by the project that may be sustainable include:

Outcome 1	<ul style="list-style-type: none"> ▪ Quality-enhanced approach when planning and conducting LFS, incl. 19th ICLS recommendations is likely to be applied further in Kyrgyzstan. The results of the LFS pilot in Kyrgyzstan is planned to be used as a baseline by the Government for reporting under SDG8. ▪ PES quality-enhanced approach in Tajikistan is likely to be sustainable after 2018
Outcome 2	<ul style="list-style-type: none"> ▪ The planned OSH risk assessment and management programme in Kyrgyzstan 2017-2018, which will also include university teachers (ToT) is likely to be sustainable after 2018 ▪ The developed cartoons on informal economy could be used future information campaigns by the TUs ▪ The signed MoU between EOs in Kyrgyzstan and formed coalition could promote the improvement of national enabling environment for sustainable enterprises after 2018
Outcome 3	<ul style="list-style-type: none"> ▪ The SPF ABND process in Kyrgyzstan still needs some support, but is likely to be sustainable in 2018 ▪ The formed pool of 6 trainers by ILO ITC on Maternity Protection and Gender Mainstreaming in Social Security could pass on the knowledge gained in the project to a wider group of stakeholders

However, for many of the project partners, sustainability is very much dependent on their ability to mobilise resources. On its side, ILO tries to ensure sustainability through mobilization of funding for

provision of further support. The project team is currently discussing the ways of identifying the new donor for continuation of the work after the end of the current phase.

Nevertheless, the project should try further to enhance institutionalization of the DW II Project activities through engagement with the Governments with a view of finding ways and means of effective mainstreaming and integration of project objectives and activities, not just in relevant national and sector-specific policies and strategies and interventions aimed at institutional development (e.g., Labour Force Surveys in Kyrgyzstan, but also in their budget plans for purposes of fostering political and financial support towards ensuring longer term sustainability of project activities. The institutionalisation capacity building programs in institutional structures of social partners should be also considered as one of the option of sustainability strategy.

Another important element of the sustainability strategy will be to ensure that the project's products are properly disseminated and visible. It may be worth considering the preparation of short policy briefs to summarise key aspects of the project to increase the accessibility of the information to a broad audience. Particularly the lengthier knowledge products, such as the ABND report, National Assessment Reports on sustainable enterprises would benefit from being synthesised to increase their accessibility particularly to a policy audience.

The DW II project document has identified three impact results: (1) improved labour market information and analysis systems, and decent work for young people, (2) improved working conditions and (3) improved national social protection systems. As this is just a mid-term evaluation; therefore, only short to medium term impact can be identified and projections for anticipated long term impact can be indicated.

A considerable impact can be found under Outcome 3 as the project determines the main directions for implementation of the Social Development Programme in the Kyrgyz Republic. The resolution of ABND on priorities could be used by the Government in social policy decision, particularly in formulation of new social protection strategy/programme for 2018 – 2019 based on priorities selected by the high level working group members (policy makers) and developing and implementing of new social protection schemes and/or extending the social protection floors. The tripartite constituents in Kyrgyzstan are aware of the necessity to introduce basic social guarantees for the population (as per ILO Recommendation 202), and they discuss this together.

Positive signs of impact could be seen under Outcome 1 and Outcome 2. The National Statistical Committee of Kyrgyzstan started to apply of a more quality approach when planning and conducting LFS (e.g., training of interviewers/supervisors, using computer tablets, handling LFS informal employment aspects, etc.). In the long-run, the participation of Kyrgyzstan and Tajikistan in LFS pilot will allow more accurately reflect the actual Labour Market situation in each country and in such a way to contribute to the development of appropriate employment and labour market policies. The provision of the support to the Public Employment Service of Tajikistan will allow in the long run to regulate the labour market in the country. The updated National OSH profiles will be the basis to the new OSH National programmes in each target country. The enabling environment for businesses could be strengthened through implementation of recommendations of National Assessment reports. As evident from the data of Federation of Trade Unions of Kyrgyzstan, there is a trend of increase in new members including from informal economy. For example, in 2016 there were in total 2,107 new members of which 83% from the informal economy (including such sectors as agriculture, construction, textile industry, foodservice and trade).

Limited impact could be seen so far in the area of enhancing employment opportunities for young people and enhancing workplace compliance through facilitation of transitioning from informal to formal economy.

VI. Conclusions and Recommendations

6.1. Conclusions

Evaluation Criteria	Conclusions
Relevance	The project has a high relevance, staking its claim as a foundation for implementation of the DWCP/DW Agenda in Kyrgyzstan and Tajikistan, which is entirely consistent with the tripartite partners' priorities as expressed in official policy documents and ILO programming documents. The DW II project's use of participatory approaches that include holding regular discussions with stakeholders, organizing consultation workshops and conducting in-depth needs assessments is effective in mobilizing stakeholder engagement in the project. These practices reinforced its relevance and stakeholder ownership by fitting project strategies within stakeholder priorities. Phase II underwent revision of its design after one year of implementation which allowed to simplify and made the intervention more focused and in line with the Phase I. The project strength is light design which allows fine-tuning during implementation. In some areas of the logical framework, however, there is space for improvement.
Effectiveness	Despite a challenging environment, the project shows good progress in achievement of the set targets under all its components. More visible and substantial achievements can be seen under Outcome 3, whereas most of activities under Outcomes 1-2 are in the process of implementation and are on track. Overall, the project team maintains positive relations with all stakeholders in each target country and engage in positive collaboration with the project donor. It also established strong collaboration with other ILO projects of DWT/CO-Moscow. The Phase II has an inherent focus upon the promotion of equal opportunities and access to basic rights and services which are supported by standard ILO generic guidelines and policies relating to gender mainstreaming and balanced representation; though, the project would benefit of articulating a more detailed strategy for gender mainstreaming and developing a strategy for strengthening the gender orientation of policy makers and tripartite partners in particular.
Efficiency	Actual project management structure is only partly effective; although allows reaching sustainable and meaningful results. Human resources at various levels of the ILO are engaged in project implementation and contribute toward achieving project outcomes. The project team is perceived by constituents as highly professional, with highly valued expertise and deeply experienced in the matters of the project. The Phase II faced financial constraints due to reduction in financing by the project donor for 2016-2017 and deteriorating USD-EUR exchange. To cope with financial constraints, the project was very successful in complementing the project's resources through cost-sharing and in-kind contributions through other ILO projects and usage of different ILO funding instruments. The DW II Project has established good documentation system; however, the project's M&E system requires improvement.
Sustainability and Impact orientation	The DW II Project has shown the positive signs of short-term and medium-term impacts under each component. A focus on increasing sustainability and orientating the project towards long-term impact will be key for the remaining duration of the project.

6.2. Recommendations

Evaluation Criteria	Recommendations
Relevance	15. ILO DWT/CO – Moscow should develop a clear sub-regional strategy for the office which will spell out the objectives, areas and approaches on how the regional cooperation among target countries and institutions is taking place. This will allow to make proper assessment of regional initiatives undertaken within the Phase II.
Efficiency	16. Taking into consideration fluctuations in donor funding for Phase II, it is recommended for ILO to expand the donor base and explore a possibility of introduction of a Donor/Multi-Donor Support Facility for the next phase of DW project to ensure the achievement of the set targets.
Efficiency	17. To strengthen the project management structure of DW II Project in Tajikistan, it is recommended to consider either hiring of a National Project Coordinator or make promotion of the National Project Assistant who performs assignments corresponding to NPC level to the position of the National Project Coordinator with provision of a proper induction training.
Efficiency	18. The project should strengthen the Monitoring and Evaluation System of DW II Project to better manage the process of monitoring, analysing, evaluating and reporting progress toward achieving the project's objectives. It should be done through development of a Performance Monitoring Plan (PMP) for the Phase II and preparation of the standardised templates of data collection tools like trainers' reports, feedback questionnaires, etc. PMP in comparison with the Logframe should contain not only the indicators, baselines, targets and the methods of data collection, but also point out the frequency of data collection for each indicator, specify responsible parties for collecting the data and how the collected data is planned to be used. All that will allow to ensure timely and efficient generation, storage and use of strategic information by the DW II Project.
Efficiency	19. For ensuring more systematic approach towards institutional strengthening of the tripartite constituents under DW II Project, ILO should consider the development of a comprehensive capacity-building strategy for the project which will include an approach towards institutional strengthening of tripartite partners as well as standards towards trainings conduction, and monitoring and evaluation mechanisms. The organizational development of tripartite partners should focus on strengthening different types of capacities including technical capacity ³⁰ , organisational capacity ³¹ , adaptive capacity ³² and influencing capacity ³³ . Learning interventions should include a mix of tools including training of trainers, workshops, coaching/mentoring, distance learning. ILO should establish a comprehensive system for monitoring and evaluation of effectiveness and impact of its capacity building work under Phase II. For project's learning interventions, it is suggested to introduce a

³⁰ *Technical capacity* - a capacity which lie in the immediate sphere of the organization. This service improvement that organizations provide their target groups and establishing standards to which work organization and the development of competencies in a certain direction of the organization.

³¹ *Organizational capacity* - a capacity necessary for sustainable, consistent and credible implementation of the organization's mission and objectives. These include capacity development of systems and structures of governance and management of the organization, financial management, human capital development, resource mobilization, and so on.

³² *Adaptive capacity* - a capacity that focus on the organization's ability to respond to the political, socio-economic and cultural changes affecting the environment in which the organization operates. Important skills to adapt capacity have strategic and operational planning, skills assessment and analysis, planning activities based on the assessment results, and so on.

³³ *Influencing capacity* - is the ability of organizations to influence the environment in which they work. These skills include the ability of advocacy, negotiation, communication, cooperation and partnership within the sector and with "actors" from other sectors.

	<p>four level M&E system³⁴. It is also recommended to use for that the organizational capacity assessment tools like OCA³⁵. Database system for capacity building component across DW II Project should be also established and should include information both on trainees and trainers prepared by the project. Such databases should provide the following information: the participant's name, gender, institutional affiliation, contact details (phone/e-mail), name of the training, institution providing training, venue, country and dates of training. Existence of such databases will allow to make assessments of capacity building outcomes of DW II Project.</p>
Efficiency	<p>20. For better assessment of the efficiency of resources use and ensuring consistency with the concepts of Results-Based Management (RBM), it is recommended to introduce since 2017 the Output-Based Budget (OBB) method for preparation of the DW II Project budget which will link project expenditures to the specific activities, outputs and objectives. The OBB also will allow to provide the required information for reporting to the Governments regarding budget allocations and cost efficiency in each target country. In addition, it is suggested to establish a system for tracking the cost-sharing activities with systematic collection of data on sources and amounts of allocations by each partner/project. It will allow to make better attributions of results in case of co-funding from other sources than ILO.</p>
Effectiveness	<p>Country specific recommendations (Kyrgyzstan)</p> <p>21. To ensure better sustainability of the work undertaken under SPF in Kyrgyzstan, ILO should ensure that the results of ABND exercise will be incorporated in the new Social Protection Development Program for the Population of the Kyrgyzstan to be developed during 2017 as the current one is active only for the period of 2015-2017. Consider the provision of support for the design of specific social protection floor schemes or the reform of existing schemes based on the ABND recommendations.</p> <p>22. During conduction of OSH risk assessment and management programme in Kyrgyzstan during 2017-2018 make sure that as many as possible of the 27 labour inspectors of the State Inspection for Ecological and Technical Safety under the Government of Kyrgyz Republic pass ToT as they teach entrepreneurs on the level of enterprises. Consider using the potential of the training center of the State Inspection for Ecological and Technical Safety for institutionalization of the risk assessment and management programme.</p> <p>23. For achievement of the set targets under OSH component, ILO should continue to advocate for preparation and approval of the OSH National Programme.</p> <p>24. Further work is necessary for enhancing capacity of constituents to address labour market inclusion regulatory aspects. It is recommended to carry out further promotional activities on maternity protection through legal analysis,</p>

³⁴ It should include such levels as: Level 1- Training needs assessment (before training conduction), Level 2 - Participant satisfaction (end-of-training feedback questionnaire), Level 3 – Learning (pre-post knowledge tests) and Level 4 - Workplace behaviour outcomes (post-training evaluation which should be done at least six months but no more than two years after the training). For project's organizational development interventions, it is suggested to introduce a three level M&E system which should include the following levels: Level 1 – Baseline assessment, Level 2 – Interim assessments and Level 3 - Organizational impact assessment

³⁵ Organizational Capacity Assessment (OCA) measures overall capacity of organizations and provides organizations with a set of criteria to assess their current management capacity to implement quality interventions as well as identify key areas that need strengthening. OCA enable organizational learning, foster team sharing, and encourage reflective self-assessment within organizations.

	training for capacity building, and awareness raising to support the ratification of ILO Convention No.183.
Effectiveness	Country specific recommendations (Tajikistan) 25. The Constituents, government in particular should consider conduction of public awareness raising campaign to increase the knowledge of population at large and youth in particular about the new Labour Code. Consider provision of support with printing of new Labour Code and its distribution among departments of MOL, PES and State Service for Supervision in the sphere of Labour, Employment and Social Protection of Population of Republic of Tajikistan at the local level.
Effectiveness	26. The DW II Project could make great input in achievement of SDGs and monitoring of the implementation of SDGs by both project's target countries as ILO possesses the methodological base and tools for proper measurement of DW agenda; therefore, ILO should consider the intensification of the work on provision of policy advice on decent work for sustainable development within the Phase II.
Effectiveness	27. While in practice, the DW II Project does seek to address gender within the larger context of the vulnerabilities associated with working conditions, and decent work opportunities for all, there remains a limited articulation of gender analyses and mainstreaming within the design of Phase II. The project should better articulate an outcome-based strategy towards gender mainstreaming in order to strengthen the gender orientation of project's activities and activities undertaken by its partners, as well as impact of the project.
Sustainability and Impact orientation	28. The project should develop sustainability plan for DW II Project which should both outlines the steps that should be taken throughout the rest of implementation period to ensure sustainability and describe how tripartite partners intend to carry forward project results. This type of sustainability plan can then serve as a good practice for future similar projects of the DWT/CO Office in Moscow. It is also recommended that in future, issues of sustainability be part of the funding and agreement with partners at all levels.

VII. Lessons Learned and Emerging Good Practices

One of the purposes of evaluations in the ILO is to improve project performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve project performance, outcome, or impact.

This chapter compiles two lessons learned (LL) and two good practices (GP) from the experience gained by evaluating the DW II Project, namely:

- LL1: Flexibility in project design and freedom of experimentation to come up with a tailor-made approach for the specific setting and conditions
- LL2: Enhanced Communication between the project management and tripartite partners, and the building of trust among them
- GP1: Aligning the project to the DW Agenda
- GP2: Using the innovative communication tools to improve public knowledge on informal economy

ILO Lesson Learned No1: Flexibility in project design and freedom of experimentation to come up with a tailor made approach for the specific setting and conditions

Project Title: From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan,

Phase II (DW II project)

Project TC/SYMBOL: RER/13/01/FIN

Name of Evaluator: Katerina Stolyarenko

Date: January 2017

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The important lessons learnt is the importance of the adapting interventions to the local situation in the country and plan them in early stage in the process together with constituents. To some extent, the DW II Project showed that it allows for experimentation and exploration, followed only then by implementation. At this point in time, this is a rather rare strength of a development project. Here, the basic assumption is that if labour management systems are facilitated to change from within, rather than through a number of direct and distorting interventions, better and more sustainable results can be achieved.
Context and any related preconditions	Moscow-based Senior Specialists, National Coordinators and Project staff in target countries involved in a pro-active and informal way in all interventions at early stage in the planning process, well before the interventions are subsequently coordinated with constituents. The attention is paid to a changing external environment where the Project strives to keep a close and active relationship with the constituents. The Project actively plan/implement and cost-share joint activities with sister

	projects that enable to draw on resources of each other and achieve synergies.
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite partners
Challenges /negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ Need to pay attention to changing circumstances/priorities of constituents, and to adjust to these, as long as they correspond to the Outcome/Output strategy of the project and can be met within available funds (own and cost-sharing)
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> ▪ Identification of what can possibly work and what cannot and selecting the tested, most feasible solution for implementation; ▪ Better understanding of the system the project intends to change and being able to design systemic, sustainable interventions; ▪ Flexibility in project design and implementation; ▪ Avoiding the typical 'one-size-fits-all' mistake.
ILO Administrative Issues (staff, resources, design, implementation)	A set of key skills of the project staff as well as donor acceptance and provision of funds and time on the side of the donors and the ILO headquarters is necessary to apply and support this approach
<p>ILO Lesson Learned No2: Enhanced Communication between the project management and tripartite partners, and the building of trust among them Project Title: From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II (DW II project) Project TC/SYMBOL: RER/13/01/FIN Name of Evaluator: Katerina Stolyarenko Date: January 2017</p> <p>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</p>	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	Regular and sustained communication between Project Management, and the tripartite partners can prevent misunderstandings. Through regular communication the building of trust is substantially enhanced. Regular communication could typically include National Project Advisory Groups meetings; regular bilateral meetings with the Government, the trade union and the employers' organisations and business associations by the Moscow-based Senior Specialists, National Coordinators and Project staff in target countries.
Context and any related preconditions	The partners should have a substantial sense of ownership of the project as was the case in the current project among most of them. The occurrence of changes in staff positions among either the partners or the project management makes it all the more important to have a strategy and an ingrained structure of communication.
Targeted users / Beneficiaries	All partners, project management, and ILO
Challenges /negative lessons - Causal factors	A reduced level of communication negatively impacts on partner relations

Success / Positive Issues - Causal factors	Have a good understanding and appreciation of each other's role and activities burden, and enhanced trust among each of the stakeholders.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

ILO Emerging Good Practice No 1: Aligning the project to the DW Agenda	
Project Title: From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II (DW II project)	
Project TC/SYMBOL: RER/13/01/FIN	
Name of Evaluator: Katerina Stolyarenko	
Date: January 2017	
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	A specific feature of the DW II project is its contribution to the implementation of the DW Agenda in two target countries, since it is putting large additional personnel and financial resources at the disposition of the ILO, which allows the ILO to take a broader and more integrated approach in its work.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions:</p> <ul style="list-style-type: none"> ▪ The project duration of about five years facilitates long-term planning for capacity-enhancement of institutions/organizations in target countries. ▪ Meaningful stakeholder involvement is crucial to the success. Synergies can be achieved when several builds upon and reinforce each other. <p>Limitations:</p> <ul style="list-style-type: none"> ▪ Periodic turnover of government employees interrupts and hinders processes aimed at generating institutional capacities to face the problem; therefore, creative strategies need to be created to deal with this problem.
Establish a clear cause-effect relationship	<ul style="list-style-type: none"> ▪ Increasing sustainability and facilitating exit at the end of the project life through high level of capacity developed with the tripartite partners due to joint day-to-day implementation of activities ▪ Better project delivery performance on the side of DW II Project and activity delivery performance on the side of tripartite partners ▪ Increase of national project ownership
Indicate measurable impact and targeted beneficiaries	The project is making possible a broader policy level approach with regard to the DW Agenda, by providing additional inputs for this.
Potential for replication and by whom	With the necessary modifications, it can be replicated in any country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or	ILO policy outcomes within the ILO Transitional Plan 2016-2017/SF 2018-2021 (Outcome №1 'More and better jobs for inclusive growth and improved youth employment prospects'; №3 'Creating and

ILO's Strategic Programme Framework)	extending social protection floors'; №6 'Formalization of the informal economy'; №7 'Promoting workplace compliance through labour inspection'; №10 'Strong and representative employers' and workers' organizations' and policy drivers that are stream-lined in the DW Project – 'International labour standards', 'Social dialogue' and 'Gender equality and non-discrimination').
Other documents or relevant comments	N/A

ILO Emerging Good Practice No 2: Using the innovative communication tools to improve public knowledge on informal economy
Project Title: From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II (DW II project)
Project TC/SYMBOL: RER/13/01/FIN
Name of Evaluator: Katerina Stolyarenko
Date: January 2017
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Creating awareness, influencing policy, mobilizing political decision-makers requires time, coordination and resources but most importantly it requires the use of appropriate medium because beyond contributing to practical changes, it first has to mobilise them on cognitive and emotional levels. Under the DW II project, innovative and creative ways were used to convey messages to social groups about the informal economy. The Project supported the production of 5 cartoons (No1 Lack of pension', 'No2 – Lack of job security (no maternity leave), 'No3 Lack of health insurance at loss of ability to work', No4 'Role of Trade Unions', No5 Concluding video, summarizing the first 4 ones 'Come out of the shadow and join the Trade Union!'), high-lighting the negative consequences of informal employment and broadcasted them on the national and regional media.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions</p> <ul style="list-style-type: none"> ▪ Capacity building on informal employment and PR for TUs ▪ Development of the content of the cartoons jointly with the constituents ▪ Inviting the local professional cartoonist to make the clips in animated form in order to secure the preservation of national specifics of the clips to enhance their relevance ▪ Conduction of national information campaign ▪ Engaging the media (national and regional TV channels) in raising awareness to broaden the impact ▪ Media institutions must be ready to mainstream issues on informal economy into their programmes and devote adequate airtime <p>Limitations</p> <ul style="list-style-type: none"> ▪ Awareness-raising is an on-going process. Resources have to be expended on a regular basis to raise awareness at all levels. ▪ Awareness-raising campaigns stand much more chance of having an impact if they are clearly focused.

	<ul style="list-style-type: none"> ▪ Awareness-raising should not be seen as an end in itself but as a means to an end. It should be a key element in a combination of interventions. ▪ It takes time to change deeply ingrained attitudes and behaviours or longstanding socioeconomic factors, longer than a project has to give.
Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ Improved capacity of TUs to promote transitioning from informal to formal employment ▪ Raised awareness among labours on informal economy and its consequences
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Labours ▪ Businesses ▪ Tripartite partners
Potential for replication and by whom	With the necessary modifications, it can be replicated in any country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	ILO policy outcomes within the ILO Transitional Plan 2016-2017/SF 2018-2021 (Outcome №6 'Formalization of the informal economy' and policy drivers 'International labour standards', 'Social dialogue' and 'Gender equality and non-discrimination')
Other documents or relevant comments	N/A

VIII. Annexes

Annex 8.1. Terms of Reference

Title:	From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II (DW II project)
Countries:	Kyrgyzstan, Tajikistan
TC Code:	RER/13/01/FIN
ILO Responsible Office:	DWT/CO for Eastern Europe and Central Asia
Duration:	Start date: 1- MAR- 2014 End date: DEC 2018 (a no-cost extension from Feb. 2018)
National Counterparts:	Ministries of Labour, Employers' Organizations and Trade Unions in the Project countries
Type of evaluation:	Independent evaluation
Timing of evaluation:	midterm
Donor:	Ministry for Foreign Affairs of Finland

I. Brief Background on Project and Context

The DW Project, Phase II (DW II project), builds upon the results and lessons learned of Phase I (2010-2013), which targeted eight countries³⁶ and had three main subject areas (Pillar 1: “Employment”, Pillar 2: “Occupational Safety and Health” and Pillar 3: “Social Security”) in which the ILO provided support to its tripartite constituents for the implementation of their Decent Work Agenda (with or without formal Decent Work Country Programmes/DWCPs).

Further to a successful completion of phase I in February 2014, the Donor decided to support the second phase, but to reduce the scope to two countries (Kyrgyzstan and Tajikistan). The project approach and strategy have been elaborated based on the concept note developed by the ILO in close consultations with all the stakeholders.

The development objective of the DW II Project

The Development Objective of the project is to support inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men, by contributing to the implementation of DWCPs in Kyrgyzstan and Tajikistan.

The immediate objectives the DW II Project

The initial project document contained 6 immediate objectives (outcomes). After the first year of implementation, during the meeting with the Donor in Moscow in May 2015 it was decided to better focus and restructure Phase II of the project adjusting it to the structure of Phase I with three Pillars (immediate objectives) in order to streamline the implementation and facilitate monitoring and reporting. The major reason for this were the cuts in the project financing for the years 2016-2017 announced in June and September 2015.

Below is the list of immediate objectives (as revised in November 2015):

³⁶ Central Asia – Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan; South Caucasus – Armenia, Azerbaijan and Georgia

1. At the end of the Project, capacity of constituents to promote more and better jobs, and to enhance employment opportunities for young people will have been improved

It is expected that constituents in the target countries will have improved technical and institutional capacity to promote more and better jobs, and to enhance employment opportunities for young people.

2. At the end of the Project, capacity of the constituents to provide support and promote OSH in their country will have been enhanced

It is expected that constituents in the target countries will have strengthened their capacity to contribute the improvement of working conditions through both tripartite dialogue and labour inspection monitoring, and through facilitation of transitioning from informal to formal economy.

3. At the end of the Project, capacity of constituents to extend national social protection systems will have been improved

It is expected that constituents in one target country will have improved their capacity to develop National Social Protection Floors (SPF) for guaranteeing minimum standards of living.

The outputs under the three Outcomes have been revised accordingly, and their number reduced due to the changes in annual funds disbursement schedule by the Donor and in line with the corresponding priorities of the constituents.

Project strategy

The ILO Declaration on Social Justice for a Fair Globalization of 2008 institutionalized the Decent Work concept, developed by the ILO since 1999. Decent Work is captured in four strategic objectives - fundamental principles & rights at work and international labour standards, employment and income opportunities, social protection and social security, social dialogue and tripartism.

The ILO objective Decent Work for All is strongly promoted through the Decent Work Country Programmes (DWCPs), developed by the ILO and the tripartite constituents – Ministry of Labour, Trade Unions and Employers' Organizations. The DWCPs ensure national commitment, and focus both national and international resources towards labour-related priorities. In Kyrgyzstan and Tajikistan, the ILO supports the elaboration and implementation of the DWCPs (with or without formally signed document) to which the DW project is contributing.

Phase II of the project builds on the achievements of the previous Phase I (2010-2013) and focuses on a deepened intervention scope to ensure sustainability, strengthened national ownership of results and long-term capacity-building of local institutions and experts.

The approach in Phase II allows for a concentration of efforts, which will permit the project to have increased impact in implemented activities. Special attention is given to the social partners to facilitate them to gradually take a more active part in the social dialogue, enhancing the scope and impact of the social dialogue process. ILO Conventions and Recommendations, social dialogue and gender equality are an integral part in all activities of the project.

Wider collaboration at the sub-regional and country level

The project seeks synergies through coordination with other ILO projects, implemented by the DWT/CO Office in Moscow. The project Applying the G20 Training Strategy ("Skills project") supports skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth. The project Partnerships for Youth Employment (YE) in the Commonwealth of Independent States aims to enhance regional capacity and cooperation on YE issues, strengthen the capacity of LM institutions to promote Decent Work for youth, and support the development and pilot implementation of YE policies and programmes. The three projects are

complementing each other. One example of synergy are the peer reviews within the framework of the Regional Cooperation Network of youth employment (YE) institutions of eight participating countries, including Kyrgyzstan and Tajikistan, where the countries study and assess each other's YE policies as part of cross-country cooperation and sharing of good practices.

The project is aligned with the broader country cooperation frameworks, including the ILO Decent Work Country Programme in Tajikistan, and UNDAFs in Tajikistan (2010-2015) and Kyrgyzstan (2012-2017).

The project is also part of the Wider Europe Initiative (WEI), a bilateral cooperation programme in Eastern Europe, Southern Caucasus and Central Asia, launched by Finland in 2008, which seeks to promote stability, prosperity and well-being in the countries of the region.

The management set-up of the project

The project is managed by a CTA, assisted by an administrative assistant, who are based at the DWT/CO Office in Moscow. There is a national project coordinator and a project assistant in Bishkek/Kyrgyzstan and a project assistant in Dushanbe/Tajikistan.

In terms of technical backstopping the project continues to make use of the strong knowledge and expertise of the specialists on Employment, Social Protection, Labour Inspection/Occupational Safety and Health, International Labour Standards, Employers' and Workers' activities, based in the DWT/CO - Moscow. Additional technical support is provided by the relevant ILO headquarters technical departments (NORMES, EMPLOYMENT, GOVERNANCE, SOCPRO, ENTERPRISES, WORKQUALITY, ACTEMP, and ACTRAV).

The Project Board (PB) consisting of the CTA, DWT/CO Moscow specialists and the Donor - the Ministry for Foreign Affairs of Finland, meets annually to review the project's progress and annual work plans, and to provide general advice to the project.

II. Evaluation purpose and objectives

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. Provisions for evaluation are made in all projects in accordance with ILO evaluation policy (November 2005) and established procedures 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 (see ILO policy guidelines for results-based evaluation³⁷).

In accordance with the established rules and requirements, the DW project II is subject to two independent evaluations - a midterm (tentatively scheduled for the last quarter of 2016) and a final evaluation (scheduled for the 2nd half of 2018).

The overall purpose of the Mid-Term Evaluation is to review the progress made towards the achievement of project outcomes, look for ways on how to improve programming and implementation 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 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 use the findings of the Mid-Term Evaluation.

The objectives of the evaluation are to:

³⁷ 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

- a) Determine the extent to which the project made progress towards the achievement of the immediate objectives (outcomes), the kind of changes produced, and the intended or unintended effects;
- b) Obtain feedback from the national partners: what is working, what is not and why;
- c) Provide recommendations to better target the next steps, adjust the strategies.

III. Scope and clients of the evaluation

The evaluation covers the project as a whole, 2014 – 2016, in both target countries and across all thematic areas.

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

4. ILO tripartite constituents and national project partners in Kyrgyzstan and Tajikistan
5. ILO management and technical specialists (in the ILO DWT/CO Moscow and cooperating departments at the Headquarters)
6. Project staff
7. The Donor
8. Ultimate beneficiaries – women and men in the informal and formal economy

The evaluation will integrate gender equality as a cross-cutting concern throughout its methodology and deliverables, including the final report.

Its findings will be used by the ILO and the tripartite constituents in refining their programmes and planning future activities.

IV. Evaluation Criteria and Questions

The evaluation will apply the OECD/DAC development assistance evaluation criteria of *relevance, effectiveness, efficiency, sustainability and impact potential*.

The evaluation will seek answers to the following questions:

- **Relevance**

To what extent is the project relevant to the evolving needs of the key stakeholders, including the Ministries of Labour, trade unions and employers' organizations of the target countries?

How relevant is the project to the existing country cooperation frameworks, i.e. DWCPs and UNDAFs for Kyrgyzstan and Tajikistan?

Are the activities and outputs of the project consistent with the attainment of its objectives?

- **Effectiveness**

What progress has the project made towards achieving its immediate objectives?

How effectively have stakeholders been involved in the implementation? Are they 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 at the institutional and individual level (knowledge, skills, behaviour, and work practices)?

How have gender issues been taken into account during the implementation?

- **Efficiency of resource use and management arrangements**

Have the resources (technical expertise, knowledge base, networks, staff, time, administrative and other resources) been used in an efficient manner?

Are the management arrangements and structure adequate to ensure quality implementation?

- **Sustainability and impact orientation**

What is the likelihood of sustainability of outcomes beyond the life of the project? 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 are the key project achievements thus far that could be sustained? What are the lessons learned, good practices/experiences that are worth highlighting?

Is the project likely to produce a tangible impact on target groups, systems, institutions? If not, why?

- **Next steps**

Are there any suggestions, recommendations for further programming (i.e., per each of the main technical areas of the project)?

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

V. Methodology

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

- Country Briefs, National Policy Documents, statistical data on employment, OSH, social protection
- Decent Work Country Programme (Tajikistan 2015-2017), UNDAFs
- Project Document
- Updated project structure dated Oct. 2015
- Logical Framework
- Work plans
- Technical progress reports
- TORs for studies and research commissioned by the project
- Surveys, studies, research papers produced
- Mission reports
- Reports on specific activities
- Training tools and service packages used and/or produced
- News items, publications and promo materials
- Wider Europe Initiative (WEI) mid-term evaluation report (2016)

Planning Meeting and Briefing: The evaluator will have a pre-trip consultation with the ILO representatives and project team in Moscow (possibly, on distance). The objective of the consultation is to reach a common understanding regarding the status of the project, the project background and materials, 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. DWT/CO Specialists, Project Staff, ILO National Coordinators in Kyrgyzstan and Tajikistan and other relevant ILO staff
- b. Representatives from the following groups:
 - Government staff who have worked with the project
 - Employers' organizations, trade unions, individual experts who have received training or otherwise worked with the project
 - 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 activities.

The evaluator should conduct interviews with the stakeholders without the participation of any project staff.

Field Visits: The evaluation consultant will visit Bishkek/Kyrgyzstan and Dushanbe/Tajikistan for meetings and interviews with the project partners and stakeholders. Meetings will be scheduled in advance of the field visits by the ILO project staff, in consistence with these terms of reference.

Observation: If scheduling permits, the consultant will participate in the events organized by the project in the target countries as an observer.

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

Post-Trip Debriefing: Upon completion of the report, the evaluator will provide a debriefing to the ILO/Moscow (possibly by phone) on evaluation findings, conclusions and recommendations.

VI. Main Outputs (Deliverables)

- A. Inception report outlining the methodology (in electronic format)
- B. Initial Draft Evaluation Report in English (in electronic format);
- C. Final Evaluation Report in English (in electronic format);
- D. 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 format³⁸ 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 Learned³⁹, Recommendations
11. Annexes (including TOR, interview guide, list of interviews, lessons learned and good practice templates, other relevant documentation)

VII. Management Arrangements

Evaluation Team

The evaluation team will be comprised of: (i) one International Evaluation Consultant and (ii) possibly one in-country representative in each of the countries who will provide interpretation if necessary.

Requirements

The Evaluation Consultant 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 foundations, the Decent Work Agenda.

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

³⁸ Please refer to the ILO Evaluation Office Checklist #5 Preparing Evaluation Reports at http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

³⁹ Each lesson learned and good practice should be explained in the report and in addition to this presented on a special template to be attached to the report. Lessons learned and good practices are part of the global knowledge base and are being stored in a special database for further reference and use.

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 International Evaluation Associations.

Roles and Responsibilities

The Evaluation Consultant 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)
- Conduct preparatory consultations with the ILO prior to the assessment mission
- Develop and implement the assessment methodology (i.e., prepare interview guides to answer the assessment questions)
- Conduct meetings, interviews
- Prepare an initial draft of the assessment report and submit it to the evaluation manager
- Conduct briefing on findings, conclusions and recommendation of the assessment
- Prepare a final report based on comments obtained on the initial draft report

The ILO Evaluation Manager is responsible for:

- Drafting the TOR
- Finalizing the TOR with input from colleagues
- Preparing a short list of candidates with a proposal of the evaluation consultant 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 and providing additional feedback if necessary
- Submitting the final draft report to the ILO Regional Office for Europe and Evaluation Office for final approvals
- Disseminating the final report to 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 progress reports, surveys, studies, analytical papers, activity reports, tools, publications produced
- Participating in preparatory consultations prior to the assessment mission
- Coordinating all logistical arrangements
- Preparing a list of recommended interviews and scheduling all meetings
- Reviewing and providing comments on the draft assessment report
- Participating in debriefing on findings, conclusions, and recommendations
- Following up on evaluation recommendations

Timeframe

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

(1) Preparatory research & inception report in home country	6
(2) Field research:	8
<i>Week day</i>	<i>Action</i>
Wednesday	Travel to ILO/Moscow (and preparation of meetings)
Thursday Friday	Briefings with Evaluation Manager, CTA, technical specialists
Saturday	Travel to Dushanbe and possibly a meeting on Sunday
Monday-Tuesday	Meetings in Dushanbe
Wednesday	Travel to Bishkek
Thursday-Friday	Meetings in Bishkek
Saturday	Travel to the home country
(3) Initial Draft Evaluation Report	8
(4) De-briefing for the ILO/Moscow	1
(5) Finalization of the Evaluation Report	3
Work days in total	26

Overall duration: 4-5 weeks, over a period of November – December 2016 and possibly January 2017 (comments on the report). Travel period from November 16 through November 26, 2016.

VIII. Norms and Standards

The evaluation will be carried out in adherence with the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation; UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct⁴⁰ and the OECD/DAC Evaluation Criteria.

In accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”⁴¹ the gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and, if feasible, the evaluation team. Moreover, the evaluator should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

Ethical safeguards should be maintained during the evaluation process and women and men will be interviewed in ways that avoid gender biases or reinforcement of gender discrimination and unequal power relations.

⁴⁰ <http://www.unevaluation.org/unegcodeofconduct>

⁴¹ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Annex 8.2. List of Documents Reviewed

- Project Document Template DW Project Phase II
- Restructuring of DW Project Phase II, October 2015 (revised)
- New structure of the DW Project Phase II, October 15, 2015
- DW Project Phase II Logframe 2014 – 2018
- Tentative work-plan & schedule for DW Project Phase II 2015, December 9, 2015
- Tentative work-plan & schedule for DW Project Phase II 2016, November 15, 2016
- Technical Cooperation Progress Report (TCPR) of DW Project Phase II, March 2014 - December 2014
- Technical Cooperation Progress Report (TCPR) of DW Project Phase II, January - December 2015
- Technical Cooperation Progress Report (TCPR) of DW Project Phase II, January - December 2016
- Informal Up-date of project interventions, May-August 2016
- Informal Up-date of project interventions in Tajikistan, January - October 2016
- Budget provision for implementation of Activities in Kyrgyzstan and Tajikistan, 2013
- DW Project Phase II expenditures as at 30 October 2016
- Agenda and Minute of DW Project Phase II Board Meeting, May 11, 2016
- Promoting Decent Work in Eastern Europe and Central Asia, ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia – Areas of Work, 2013
- The program of cooperation between the tripartite partners the Republic of Tajikistan and the International Labour Organization for Decent Work 2015 - 2017
- The participation of the ILO for DW Project in the implementation of the country program objectives for Decent Work in the Republic of Tajikistan 2015-2017
- The Decent Work Agenda 2015-2017 for the Republic of Tajikistan
- Targets Pipelines in Kyrgyzstan and Tajikistan 2016-2017
- Evaluation report DW Project Phase I, December 31, 2013
- Mission proposal and report, 21-25 September 2014, Tajikistan
- Mission proposal and report, 4-5 December 2014, Tajikistan
- Mission proposal and report, 19-22 January 2015, Bishkek, Kyrgyz Republic
- Mission proposal and report, 10-12 March 2015, Tajikistan
- Mission proposal and report, 27-28 April 2015, Bishkek, Kyrgyz Republic
- Mission proposal and report, 23-24 June 2015, Bishkek, Kyrgyz Republic
- Mission proposal and report, 24 June - 01 July 2015, Kyrgyzstan
- Mission proposal and report, 10-11 July 2015, Tajikistan
- Mission proposal and report, 14-15 July 2015, Kyrgyzstan
- Mission proposal and report, 4 August 2015, Kyrgyzstan
- Mission proposal and report, 20-21 August 2015, Tajikistan
- Mission proposal and report, 28-30 September 2015, Kyrgyzstan
- Mission proposal and report, 2-3 November 2015, Kyrgyzstan
- Mission proposal and report, 19-20 November 2015, Kyrgyzstan
- Mission proposal and report, 18 January 2016, Kyrgyzstan
- Mission proposal and report, 4 - 5 April 2016, Kyrgyzstan
- Mission proposal and report, 17-18 March 2016, Tajikistan
- Mission proposal and report, 29-31 March 2016, Tajikistan
- Mission proposal and report, 7 June 2016, Tajikistan
- Mission proposal and report, 23-24 June 2016, Kyrgyzstan
- Mission proposal and report, 21-22 July 2016, Kyrgyzstan
- Mission proposal and report, 8-9 September 2016, Kyrgyzstan
- Mission proposal and report, 6 September 2016, Tajikistan
- Mission proposal and report, 6-7 October 2016, Kyrgyzstan

Annex 8.3. List of Interviews, Meetings and Site Visits

Field mission to Russia (Moscow) - 16-19 November 2016	
Wednesday, 16 November	
13:15 -20:20	Travel from Warsaw to Moscow
Tuesday, 17 November	
10:00 -10:30	Meeting with Ms. Irina Sinelina, Specialist according to efficiency of projects and programs
10:30 -10:50	Meeting with Ms. Kulaeva Olga, Director ILO
10:50 -12:30	Meeting with Mr. Byushel Rolf, Chief of the ILO Decent Work Project
14:00 -15:00	
15:00 -16:00	Meeting with Ms. Irina Melech, Specialist of planning and program coordination
16:00 -17:00	Meeting with Mr. Pushkin Mikhail, Head of the ILO project "Partnership for youth employment in the CIS countries"
17:00 -18:00	Meeting with Mr. Byushel Rolf, Chief of the ILO Decent Work Project
Friday, 18 November	
10:00 -11:30	Meeting with Mr. Mocanu Valentin, Senior Labour Administration, Labour Inspection and Occupational Safety and Health Specialist
11:30 -13:00	Meeting with Mr. Curovic Vladimir, Senior Specialist for Employers' Activities
14:30 -16:30	Meeting with Ms Olga Bogdanova, Public Relations Specialist
16:30 -18:00	Meeting with Mr. Byushel Rolf, Chief of the ILO Decent Work Project
Saturday, 19 November	
09:00 -20:00	Travel from Moscow (Russia) to Dushanbe (Tajikistan) by air
Field mission to Tajikistan (Dushanbe) - 19 – 23 November, 2016	
Sunday, 20 November	
14:00 -16:00	Meeting with Mr. Sych Artem, on social protection specialist
Monday, 21 November	
10:00 -11:00	Meeting with Ms. Rahmoneyko Malika, Project Assistant for decent work
11:15 -12:00	Meeting with Mr. Aminov Sobir, National Coordinator of the ILO
13:30 -15:00	Meeting with Federation of Independent Trade Unions of Tajikistan: - Ms. Saidova Marhabo, Deputy Chairman - Mr. Kurbanov Akobir, Chief Labour Inspector - Mr. Rakhmonov Abdurahmon, Chairman of the Trade Union of Textile and Light Industry Workers of the National Committee
15:30-16:30	Meeting with Association of Employers of the Republic of Tajikistan Mr. Sharipov Azizbek, Chairman
Tuesday, 22 November	
10:00 -10:20	Meeting with the Ministry of Labor, Migration and Employment of the Republic of Tajikistan Mr. Sanginzoda Emin, First Deputy Minister
10:20 -11:00	Meeting with the Ministry of Labor, Migration and Employment of the Republic of Tajikistan: - Mr. Muzafarov Himatsho, Head of the labor market and employment - Mr. Radjabov Radzhabali, Head of the labor Department
11:00 -11:40	Meeting with Labour and Employment Agency of the Republic of Tajikistan Mr. Kurbanov Niyazbek, Deputy Director

12:15 -13:15	Meeting with Agency for Statistics under the President of the Republic of Tajikistan Mr. Kulov Abduvali, Head of the Department of Demography, employment and social statistics
14:45 -15:45	Meeting with the Ministry of Health and Social Protection of Population of the Republic of Tajikistan Ms. Sodikova Dilarom, Minister Advisor
16:30-17:30	Meeting with State Control in the sphere of labor migration and employment of the population of the Republic of Tajikistan (Gostrudnadzor) Mr. Murodzoda Dustmurod, Head
Field mission to Kyrgyzstan (Bishkek) - 23 - 26 November, 2016	
Wednesday, 23 November	
09:00 -15:00	Travel from Dushanbe (Tajikistan) to Bishkek (Kyrgyzstan) by air
15:00 -16:00	The UN Children's Fund Ms. Turusbekova Gulsana, Specialist of Social Policy
16:30 -17:00	Meeting with Mr. Orovok Bolotbek, ILO National Coordinator
17:00 -18:00	Project team: - Ms. Suyumbaeva Elmira, Project Coordinator for decent work - Ms. Dinara Toktobaeva, Project Assistant for decent work
Thursday, 24 November	
10:00 -11:00	Meeting with the Ministry of Labour and Social Development of the Kyrgyz Republic Ms. Beyshenbaeva Gulniza, Head of Labor Department
11:30 -11:45	Meeting with National Statistical Committee of the Kyrgyz Republic (Natstatcom) Ms. Tekeeva Lyuksina, Deputy Chairman
11:45 -13:00	Meeting with National Statistical Committee of the Kyrgyz Republic (Natstatcom) Ms. Dzhailobaeva Gulnara, Head of the Department of Labor and Employment Statistics
14:30 -15:30	Meeting with Mandatory Health Insurance Fund of the Kyrgyz Republic Ms. Matveeva Valeria, Chief Specialist
16:00 -17:00	Meeting with Ms. Sadybakasova Kayrgul, ILO Maternity Protection Trainer
Friday, 25 November	
10:00 -11:00	Meeting with State Inspectorate for ecological and technical safety under the Government of the Kyrgyz Republic (Gosekotehinspektsiya) Mr. Dzholchiev Bakytbek, Chief State labor inspector
11:30 -12:30	Meeting with Federation of Trade Unions of Kyrgyzstan Ms. Babayeva Rysgul, Deputy Chairman of the FTU, the Chairman of the trade union of workers of textile, light industry, paper and related sectors of the economy, industry and services
14:00 -15:00	Meeting with National Confederation of Employers of the Kyrgyz Republic Ms. Dunganaeva Elmira, General Secretary
15:30 -16:30	Meeting with National Alliance Business Associations "NABA" Ms. Boronbaeva Elvira, Head of Secretariat
Saturday, 26 November	
04:30 -13:00	Travel from Bishkek (Kyrgyzstan) to Warsaw (Poland) by air
Field mission to Russia (Moscow) - 14-17 January 2017	
Saturday, 14 January	
09:00 -16:20	Travel from Warsaw to Moscow
Monday, 16 January	
09:00 – 16:00	De-Briefing and presentation main findings of the mid-term evaluation and recommendations to with project team
Tuesday, 17 January	
18:00 -23:00	Travel from Moscow (Russia) to Warsaw (Poland) by air

Annex 8.4. Evaluation Tools

8.4.1. Generic Interview Guide

Date:	
Name(s) and function(s) of interviewee(s) (for evaluation data analysis only):	
Gender (f/m):	
Organization:	
Country:	
Type of interview (f-2-f/skype):	

Thank you for taking the time to meet with me. My name is Katerina Stolyarenko. I am an independent evaluation consultant and was invited by the ILO to undertake the midterm independent project evaluation of the “From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II” (DW Project Phase II). I am carrying out this evaluation to assess how well the project is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working during 2014-2016.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. I want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, I may want to contact you again in a few days to confirm or clarify some of the information you have shared with me.

Are you willing to be interviewed for this evaluation?

Yes No

The information you provide will be essential to understanding the achievements and limitations of the IR project. The information that will be provided by you is confidential and your name, position and organization will not be displayed in the evaluation report. I will not attribute any information that I receive to you, either in any report, transcript or notes from this discussion, or any conversations.

If you have no objections, I would like to record this discussion, but I wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if I record the interview? Yes No

	Key Questions	Follow-Up Questions
<i>Introduction (all)</i>	Please describe your role in the DW Project Phase II	What is the Phase II history (only for CTA)?
<i>Effectiveness (all)</i>	<p>Could you describe the main achievements of the DW Project Phase II during its implementation in 2014-2016?</p> <p>In your opinion, what project component is the most successful? Please explain your response.</p> <p>Do you use the project's outputs? If yes, how (please bring examples); if no why? <i>(only for project's partners)</i></p> <p>How effectively does the project management monitor the Phase II performance and results?</p> <p>To what extent are gender considerations included in the DW Project Phase II development and implementation?</p>	<p>What factors were crucial for the achievements and/or failures?</p> <p>What are the major challenges and obstacles that the Phase II encountered? Was the project able to cope with them or may they prevent the Phase II from producing the intended results?</p> <p>Is relevant information and data systematically being collected and collated with support from national partners?</p>
<i>Relevance (for all)</i>	<p>How relevant is the DW Project Phase II from your point of view to the needs of:</p> <p>(1) tripartite partners (national development plans/strategic priorities of key partners (the Ministries of Labour, trade unions and employers' organizations of the target countries),</p> <p>(2) existing country cooperation frameworks, i.e. DWCPs and UNDAFs for Kyrgyzstan and Tajikistan?</p>	Considering evolution of the context over time, to what extent did the project adapt to these changes? (Probe: Have new and/or more relevant needs emerged that the DW Project phase II should address?)
<i>Efficiency (if relevant)</i>	<p>Is the management structure of DW Project Phase II enabling an efficient implementation of the project? Describe strengths and weaknesses.</p> <p>Did the Project Board provide sufficient support for effective project implementation?</p> <p>In your opinion, how adequate is the funding allocated for the DW Project</p>	<p>Were roles clearly defined? Were technical and administrative support services to project manager adequate?</p> <p>Was project implementation sufficiently flexible to be able to deal with unforeseen events?</p> <p>Were there any financial constraints (if any) in the Phase II implementation process?</p> <p>What were the factors that have hindered timely delivery of project funds and the</p>

	<p>Phase II compared with planned activities?</p> <p>Was the project implemented in a timely manner?</p> <p>Has the DW Project Phase II management team efficiently supported your agency efforts in this project? <i>(only for partners)</i></p> <p>How consultative/participatory is the project implementation conducted? (Probe: To what extent the project engaged stakeholders (Government, employers' organizations, workers' organizations) in DW Project Phase II implementation?)</p> <p>To what extent are you satisfied with reporting (progress and financial)? <i>(only for donor)</i></p> <p>What is the quality and timeliness of the monitoring, administrative and financial support provided by ILO Project management to the field staff?</p> <p>What is the quality of expert support provided by DWT/CO – Moscow specialists on Employment, Social Protection, Labour Inspection/Occupational Safety and Health, International Labour Standards, Employers' and Workers' activities? <i>(for ILO field staff and partners)</i></p>	<p>counter-measures that were put in place in lights of delayed delivery of project funds?</p> <p>What was the nature of commitments of your institution?</p> <p>To what extent have project national and local stakeholders fulfilled the obligations/responsibilities agreed upon in providing support towards the implementation of the DW Project Phase II?</p> <p>Which challenges have project national and/or local stakeholders experienced that have prevented them from fulfilling their obligations/responsibilities to provide support to the DW Project Phase II?</p> <p>Describe the project monitoring plan and implementation? How was it established? How was it used? What tools did the project use to collect information on its performance and outcomes?</p> <p>What constraints did the project experience in tracking its performance (example, how did it track and verify how many/who was trained in various training programs?)</p> <p>What constraints did the project experience in tracking/verifying its outcomes?</p>
<p><i>Impact (if relevant)</i></p>	<p>To what extent the DW Project Phase II reaching its development objectives? (Probe: Are there any policy and/or institutional changes with regard to support inclusive job-rich growth, improve employment opportunities, working conditions and social protection of women and men)</p>	<p>What are the future likely impacts that can be causally linked to the Phase II interventions?</p>

	Evidence for that? Have there been unforeseen impacts?	
<i>Sustainability (if relevant)</i>	Which DW Project Phase II activities are most/least sustainable?	<p>What plans has ILO put in place to sustain the results of the project (i.e. exit strategy)?</p> <p>What are potential risks/constraints to these (mechanisms, programs, reforms) being sustained?</p> <p>Questions for partners: What was the nature of commitments of your institution? To what extent have constituents fulfilled the obligations/responsibilities agreed upon in providing support towards the implementation of the project? Which challenges have constituents experienced, that have prevented them from fulfilling their obligations/responsibilities to provide support to the DW Project Phase II?</p>
<i>Lessons Learned/Best Practices (if relevant)</i>	What were the key lessons for the Phase II from this project?	What ‘good practices’ could be applied to future ILO projects of similar nature?
<i>Closing (for all)</i>	Is there anything more you would like to add?	

8.4.2. Survey Questionnaire for ILO

Dear DW Project Phase II programme team member,

This is a short survey carried out by the independent evaluator, on the midterm independent project evaluation of the “From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II” (DW Project Phase II), implemented between March 2014 and December 2016.

The purpose of this evaluation is to assess relevance, effectiveness, efficiency, sustainability, impact, as well as derive lessons learned, best practice and recommendations to inform future project implementation. It will further assess to what extent the project has met the needs of internal and external stakeholders, like you, and to find out how various aspects of the project have been working.

This survey is voluntary but the evaluator would very much appreciate your assistance in responding to this survey, which will only take about 15 minutes to complete. The information provided in the survey, based upon your experience and your involvement with the project is essential to understanding the achievements of the ILO project. All information you provide through this survey will however remain confidential.

For any questions, please contact the evaluator Ms. Katerina Stolyarenko at katya.stolyarenko@gmail.com. Thank you very much for your participation!

1. How do you assess the relevance of the DW Project Phase II?					
	Critical	Relevant	Minor relevance	Not relevant	Don't know/ No opinion
a. correspondence with the priorities of the target countries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. correspondence with the needs of the respective tripartite partners needs and priorities					
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. alignment of the project with the priorities of donor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. correspondence with the ILO DWCPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. correspondence with the UNDAFs for Kyrgyzstan and Tajikistan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					
2. How clearly defined were the initial objectives for the Project?	Very	Somewhat	Not Very	Not at all	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. In your opinion, how effective was the Phase II design revision?	Very	Somewhat	Not Very	Not at all	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. What do you feel where the main risks of the Phase II and how well are they managed?					
5. Overall, in your view, does the DW Project Phase II achieving the envisaged <u>outputs</u> for 2014-2016 under each component?					
	Yes, completely	Only partially	Not at all	Don't know/ No opinion	Please explain briefly
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

transitioning from informal to formal economy (planned for both countries)						
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. How would you assess the quality of the outputs achieved under each component during 2014-2016?						
Project Component	Excellent	Good	Fair	Poor	Don't know/ No opinion	Please explain briefly
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Overall, when planned or needed, how well does the DW Project Phase II tripartite partners work together in delivering project outcomes?						
Project Component	Very well	Quite well	Not well at all	Don't know/ No opinion	Please explain briefly main problems in the cooperation (if any)	
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Component 2: Workplace compliance enhanced through	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)							
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8. How do you assess the efficiency of the DW Project Phase II <u>management structure</u> , support received from ILO regional office, and effectiveness of the project's <u>governance structure</u> ?							
			Very effective	Effective	Moderately effective	Ineffective	Don't know/No opinion
a. DW Project Phase II management structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. DW Project Phase II Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Support received from ILO Decent Work Technical Support Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:							
9. How would you assess the inclusion of <u>gender considerations</u> in the project development and implementation under each component?							
Project Component	Very well	Quite well	Not well at all	Don't know/No opinion	Please explain briefly		
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

10. From your point of view, what are the main project's <u>short-medium term impacts</u> which could be observed under each component and could be attributed to the effect of the DW Project Phase II?						
Project component	Please explain briefly					
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people						
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)						
Component 3: Extended national social protection system (planned for Kyrgyzstan)						
11. How would you assess the <u>sustainability</u> of project's results under each component?						
Project Component	Excellent	Good	Fair	Poor	Don't know/ No opinion	Please explain briefly which initiatives/practices created by the DW Project Phase II will be sustainable
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. Please describe the <u>main lessons</u> learned by you during implementation of the DW Project Phase II during 2014-2016.						
13. Please describe any <u>good practices</u> created by the DW Project Phase II during 2014-2016.						

Thank you for taking time to complete this questionnaire!

8.4.3. Survey questionnaire for partners

INTRODUCTION

Dear DW Project Phase II partner,

At the moment, ILO is conducting an independent midterm evaluation of the project “From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II” (DW Project Phase II) during 2014-2016.

The goal of this evaluation is to assess how well the project is meeting the needs of internal and external stakeholders, like you, and to find out how various aspects of the project have been working.

This survey is voluntary; you can choose not to participate or withdraw at any time during the survey. There are no right or wrong answers. I want to hear your thoughts, based on your experience and your involvement with the DW Project Phase II. The survey should not take more than 10 minutes to complete.

The information you provide will be essential to understanding the achievements of the ILO programme overall. All information you provide through this survey will remain confidential (only researcher would know/be able to identify you and your organization). No information or responses will be linked to you.

Please note that all answers will remain strictly confidential. I will not connect the responses, which you provide via survey, to you, in any reports, transcripts, notes, or any conversations that I may have.

If you agree to participate, please proceed with completing this survey.

Thank you again for your help in collecting this valuable information!

A. General information

Gender: Male Female I'd rather not say

Organization: _____

How long have you been in your current position?

less than 1 year 1-4 years more than 4 years

B. Implementation

1. To what extent have you been involved in the activities implemented under the DW Project Phase II and at what stages? *(Please tick the appropriate answer)*

	Very much	Somewhat	Very little	Not at all
a. Design of the project, i.e. development of the project idea for your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implementation of part of the project activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Dissemination of the project results by your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Internal monitoring of the project for your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Overall management of the project for your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How do you assess the relevance of the activities of the DW Project Phase II?

	Critical	Relevant	Minor relevance	Not relevant	Don't know/No opinion
a. correspondence with the priorities of the country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. correspondence with the needs of your institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

3. How do you assess the level of professionalism of the ILO project management team, ILO experts and effectiveness of the project's governance structure?

	Very effective	Effective	Moderately effective	Ineffective	Don't know/No opinion
a) ILO programme management team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) DWT/CO – Moscow specialists on Employment, Social Protection, Labour Inspection/Occupational Safety and Health, International Labour Standards, Employers' and Workers' activities					
c) Project Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

4. Overall, in your view, did the DW Project Phase II achieve the envisaged outputs for 2014-2016 under each component? *(Please tick the appropriate answer)*

	Yes, completely	Only partially	Not at all	Don't know/ No opinion
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. How would you assess the quality of the outputs achieved under each component during 2014-2016? *(Please tick the appropriate answer)*

Project Component	Excellent	Good	Fair	Poor	Don't know/ No opinion
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. How would you assess the overall quality of the DW Project Phase II publications?

	Very good	Good	Acceptable	Poor	Very poor	Don't know/ No opinion
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. How often do you use in your work the developed publications by the DW Project Phase II publications?

	Very frequently	Frequently	Occasionally/ Sometimes	Rarely	Very rarely
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

8. How would you assess the inclusion of gender considerations in the project development and implementation under each component?

	Very well	Quite well	Not well at all	Don't know/No opinion
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Overall, when planned or needed, how well did the project's partners work together in delivering DW Project Phase II outcomes at your level?

Project component	Very well	Quite well	Not well at all
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please describe the main problems in the cooperation, if any			

10. All in all, how do you rate the following aspects of the DW Project Phase II?
(Please tick the appropriate answer)

	Excellent	Good	Fair	Poor	Don't know/No opinion
Clearness of objectives in the DW Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of partnerships with ILO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearness of the roles of the partners within the DW Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication between the constituents and ILO project management team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of cooperation among partners within DW Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DW Project Phase II Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearness of information received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect of timing and deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your organization involvement into the DW Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objectives achievement by the DW Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usefulness of project's outputs for target groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usefulness of project's outputs for your department/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sustainability of results of the DW Project Phase II under each component					
Component 1: Constituents' increased capacity to promote more and better jobs and enhance employment opportunities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2: Workplace compliance enhanced through Labour Inspection and facilitation of transitioning from informal to formal economy (planned for both countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Extended national social protection system (planned for Kyrgyzstan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Assessment of Project Event(s)

11. To what extent have your main learning and development goals in taking part the DW Project Phase II been met during 2014-2016?

(6=exceeded, 1=not at all)

6	5	4	3	2	1
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12. To what extent do you feel you were given support in the areas you needed most?

(6=exceeded, 1=not at all)

6	5	4	3	2	1
---	---	---	---	---	---

13. Using the scale from 1 to 6 (where 6=exceeded, 1=not at all, and X no opinion) how would you rate:

Relevance of the attended ILO event(s) to your current work or functions	1	2	3	4	5	6	X
Relevance of the attended ILO event(s) to your institution's need	1	2	3	4	5	6	X
Extent to which the content of the event(s) matched the announced objectives	1	2	3	4	5	6	X
Usefulness for you of the information that you have acquired	1	2	3	4	5	6	X
Extent to which the event(s) met your needs	1	2	3	4	5	6	X
Overall usefulness of the attended ILO event(s)	1	2	3	4	5	6	X

D. Benefits of Participation in the DW Project Phase II Event(s)

14. As a result of attending this event(s), I see the value to me in the following ways (check all that apply):

- I gained one or more specific ideas that I can implement in my area of practice.
- I learned a new approach to my practice.
- It may help me do a better job.
- I do not see the impact of this event on my job.
- Other (please specify) _____

15. By attending this event(s), I believe (check all that apply):

- I was able to update my skills.
- I acquired new and/or advanced skills.
- I have better knowledge upon which to base my decisions/actions in the practice setting.
- I am reconsidering my views toward the topic(s) presented.
- The topic presented was appropriate, but I am undecided as to my own views.
- Other (please specify) _____

16. Finally, please use this space to give any additional comments that you might have.

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Thank you very much for taking your time to complete this questionnaire!

