



REVIEW

DECENT WORK COUNTRY PROGRAMME OF THE REPUBLIC OF TAJIKISTAN

(2015-2017)

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List of acronyms and abbreviations

AE RT	Association of Employers of the Republic of Tajikistan
CIS	Commonwealth of Independent States
DWCP	Decent Work Country Programme
EC	European Commission
EU	European Union
FITU RT	Federation of Independent Trade Unions of the Republic of Tajikistan
GDP	Gross Domestic Product
ILO	International Labour Organization
IOM	International Organization for Migration
MDP 2016-20	Mid-Term development program for Tajikistan for 2016-2020
MFA	Ministry of Foreign Affairs
MLMEP RT	Ministry of Labour, Migration and Employment of the Republic of Tajikistan
MHSPP RT	Ministry of Health and Social Protection of Population of the Republic of Tajikistan
NDS-2030	National Development Strategy of Tajikistan until 2030
NDS-2015	National Development Strategy of Tajikistan until 2015
NGO	Non-Governmental Organization
NTDWC	National Tripartite Decent Work Committee
OSCE	Organization for Security and Cooperation in Europe
OSH	Occupational safety and health
RT	Republic of Tajikistan
SAP RT	Statistics Agency under the President of the Republic of Tajikistan
SDGs	Sustainable Development Goals
SRI of LMEP	Scientific Research Institute of Labour, Migration and Employment of Tajikistan
SRWL RT	Strategy of Raising the Welfare Level of the Republic of Tajikistan for 2013-15
SSDLM RT	State Strategy for the Development of the Labour Market of the Republic of Tajikistan until 2020
UN	United Nations
UNDP	United Nations Development Program
WB	World Bank

Foreword

The review was commissioned by the International Labour Organization in July-September 2017 as part of the implementation of the Decent Work Country Programme (DWCP) in the Republic of Tajikistan in order to assess the achievements of the DWCP 2015-2017 and develop recommendations on the way forward and possible extension of the programme.

During the preparation of the Review the author met with high-level experts and specialists. He expresses his gratitude and appreciation to them, and notes that the report would not have been prepared without their consultations, materials and information. He thanks all the representatives of the tripartite organizations, in particular, Mr. Sanginzoda E.N., First Deputy Minister, Ministry of Labour, Migration and Employment of the Population of the Republic of Tajikistan (MLMEP RT), and Chairman of the National Tripartite Decent Work Committee (NTDWC), Mr. Sharipov A.F., Head of the Organization of Employers of Tajikistan, Mr. Fayzizoda I.N., Deputy Chairman of the Federation of Independent Trade Unions of Tajikistan, all members of NTDWC, heads of administrations of MLMEP RT, Ministry of Health and Social Protection of Population of the Republic of Tajikistan (MHSP RT) and Agency of Statistics under the President of the Republic of Tajikistan, heads of the Association of Dehkans (Farms) Enterprises of Tajikistan, heads of the departments of the Federation of Independent Trade Unions of Tajikistan, Scientific Research Institute of Labour, Migration and Employment of the Republic of Tajikistan, Representatives of International Organizations and Local NGOs (all names of these specialists who assisted in the review are listed in Annex 4 on the List of persons interviewed).

The author considers it necessary to express gratitude to Ms. Irina Sinelina, DWT/CO-Moscow Evaluation Manager, for providing all the necessary materials.

We highly appreciate the support of the ILO National Coordinator in Tajikistan, Mr. Sobir Aminov, and ILO staff in Tajikistan who provided full support in the process of conducting the Review and arranging meetings with partner representatives. During the course of all the review activities they were very helpful in conducting research, organizing meetings and supporting me in providing timely and topical information.

Summary

The Decent Work Country Programme (DWCP) of the Republic of Tajikistan, signed in June 2015, was developed as a result of intensive consultations between the Government of the Republic of Tajikistan, the Federation of Independent Trade Unions, the Association of Employers and the International Labour Organization.

The Programme is based on the national priorities of the Republic of Tajikistan in the field of employment, labour market and social protection and is aimed at sustainable social and economic development of the republic by regulating labour relations in accordance with international standards, developing productive employment, ensuring social protection of the population and strengthening social dialogue.

The implementation of the Programme contributed to the achievement of the goals of the National Development Strategy of the Republic of Tajikistan until 2015, based on the Millennium Development Goals, Labour Market Development Strategy of the Republic of Tajikistan for the period up to 2020 and the mid-term Strategy for Raising the Welfare of the Population of Tajikistan for 2013-2015, Occupational safety programs for 2013-2016 and other government programs.

The Programme also corresponds to the priorities of the United Nations Development Assistance Framework (UNDAF) and contributes to its results aimed at expanding programs for poverty reduction and economic development, with a special focus on vulnerable groups of population, and on the development of the capacity of national and local authorities to conduct democratic reforms based on international standards and norms.

The DWCP has the following three priorities:

- Priority 1. Strengthening capacities of tripartite constituents to address priority labour issues through social dialogue**
- Priority 2: Promoting decent employment opportunities for men and women including returning labour migrants**
- Priority 3: Improving working conditions and enhancing the coverage of social protection**

Implementation of these priorities was achieved through the relevant results/outcomes and practical actions of all partners involved into the implementation of DWCP 2015-2017.

The main purpose of the review is programme improvement and learning.

More specifically, it is to get feedback for improving programme delivery in view of possible extension of the Programme, taking stock of the results to date and proposing adjustments in the approach and strategy if necessary. It is also to ensure internal accountability.

The review will provide:

- a summary of results and achievements
- an analysis of relative effectiveness under the outcomes and areas for improvement
- good practice examples, lessons learned
- feedback for the next stage of implementation, including possible recommendations on activities; strategies; design and implementation process, as relevant and appropriate.

The review covers all activities carried out under the Decent Work Country Programme from June 2015 through the time of the review (August – September 2017), including the RBSA-funded CPOs in 2015 & 2016-2017 as part of a stock taking exercise.

Methodology:

- Analysis of documents of various organizations
- Elaboration of an interview guide and survey questionnaire that was administered to the members of the National Tripartite Committee on DW
- Interviews and discussions with key stakeholders and beneficiaries
- Peer review and expert assessment
- Historical analysis (comparison of trends in indicators for different years of programme implementation)

Key criteria for the review are relevance of the interventions, delivery of outputs, use of outputs by partners, progress made towards outcomes and sustainability of achievements, emerging opportunities or alternative ways of achieving results.

The review exercise is a participatory assessment of current practice. When conducting the review, in addition to the ILO Office, the tripartite constituents as well as other parties involved in the country programme and targeted for making use of the ILO's support were asked to contribute and participate. The gender dimension was considered as a cross-cutting concern throughout the methodology and analysis. Both women and men were involved in consultations and the review process.

When using the method of peer review of the DWCP results, the consultant spoke not only with the immediate executors of the project, but also with specialists who did not take direct part in the implementation of a certain priority or outcome, in particular: scholars of academic institutions in the Republic; Head of the Department of Demography, Employment and Social Statistics of the Agency of Statistics under the President of the Republic of Tajikistan; representatives of international and local non-governmental organizations.

The findings of the review were validated at the session of the National Tripartite Decent Work Committee (NTDWC) in Dushanbe on October 5, 2017 and positively assessed.

This Review was finalized based on the feedback and recommendations obtained on the draft report and presentation of key findings at the NTDWC meeting.

Main findings and conclusions:

- DWCP 2015-2017 included three priorities and ten results (outcomes).
- Analysis and assessment of the DWCP showed that almost all results were achieved effectively, some of the tasks are at the completion stage and in general DWCP 2015-2017 is being successfully implemented.
- The successful implementation of the DWCP was predetermined by the fact that all ILO activities supporting the programme and TC projects were directly related to the main priorities and results (outcomes) of the DWCP, which allowed to streamline efforts and focus on achieving the goals.
- The DWCP was consistent with the goals and objectives of all tripartite partners, as well as with the strategic goals and development objectives of the Republic of Tajikistan.
- An important factor in the implementation of the Programme was that the priorities and objectives were closely coordinated with the goals and objectives of the National Development Strategy (NDS) of the Republic of Tajikistan until 2030, Mid-Term development program for Tajikistan (MDP) for 2016-2020 and State Labour Market Development Strategy until 2020.

- In general, the positive effect of the implementation of the Programme was that all partners worked together systematically and consistently.
- It should be specially emphasized that the implementation of DWCP 2015-2017 had started before the adoption of the SDGs in September 2015 at the 70th Session of the UN General Assembly. Nevertheless, the DWCP fully correlates with SDG 8. Out of 10 tasks and 2 subtasks of SDG 8,
 - 7 (6 tasks and 1 subtask) fully meet the priorities and objectives of the DWCP,
 - 5 (4 tasks and 1 subtask) are correlating with the DWCP.
- The effectiveness of the interaction between the ILO and the tripartite partners has been manifested in good practices that show the effectiveness of partners in pursuing their common and individual priorities and tasks. In particular, the following good practices should be noted:
 - Mobile theater against informal employment;
 - Measures to complete the Evaluation Matrix of the Social Protection System of Tajikistan - under the four guarantees of the 2012 Recommendation on Minimum Levels of Social Protection (MLSP);
 - The Forum of Cooperatives, August 3, 2017, Dushanbe
- Information on the progress of the implementation of the DWCP and the achievement of its Products/Results is used by the MLMEP RT, the MHSP RT and the Federation of Independent Trade Unions in the preparation of analytical materials for the Government of the Republic of Tajikistan, as well as draft General Agreements between the government, trade unions and employers.

Strengths of the DWCP:

1. The modality of DWCP management through the NTDWC is quite effective;
2. Actions are clearly defined and regulated by indicators of performance monitoring and evaluation reflected in the Results Monitoring Matrix;
3. The workload in the implementation of the programme is now being distributed more evenly among the partners (as compared to the previous programme);
4. International technical experts and consultants effectively interact with local partners on relevant objectives and tasks (in particular, on social protection);
5. The recommendations of the previous DWCP Review 2011-2013 regarding the involvement of specialists from the Research Institute of Labour Market and Employment Policy (LMEP) of the MLMEP RT into the implementation of thematic studies in the context of DWCP 2015-2017 were taken into account.

Key recommendations

1. We consider it necessary to explore the possibility of extending this program until 2020 due to the fact that:
 - The achievement of a number of objectives and outcomes is still in the process of implementation;
 - The preparation of a new DWCP may take a long time to agree (up to 2 years), and during this time the implementation of the priorities and tasks of the DWCP may slow down or be suspended;

- The extension of the DWCP would allow not only to consider ratifications, but also to ratify a number of ILO Conventions in the timelines of an active DWCP;
 - By 2020 the implementation of the Mid-Term Development Program of Tajikistan for 2016-2020, State Strategy for the Development of the Labour Market to 2020 and a number of other development programs for this period are going to be completed. The extension would allow to align the DWCP with the current national development programs and strategies;
 - The extension of the DWCP through 2020 will enable the inclusion of the final evaluation of the DWCP into the overall framework of the Evaluation of Development Strategies and Development Programs of Tajikistan until 2020.
2. Greater attention should be paid to the issues of return labour migrants and the protection of their rights.
 3. It is recommended to involve representatives of other relevant Ministries and Agencies (in addition to the Ministry of LMEP of the Republic of Tajikistan and the Ministry of HSPP of the Republic of Tajikistan) in the implementation of the DWCP, i.e. those in charge of energy, construction and mining industries (particularly with a reference to the priorities on OSH).
 4. It is recommended to take the necessary measures to ensure that representatives from different sectors of the economy participate in the employers' association.
To do this it is needed to:
 - provide assistance to the Association of Employers of RT for its structural development and dissemination of information on work in sectors and regions;
 - support the creation of legal mechanisms for coordinating efforts and developing a unified position of the employers' organization of the country;
 - The ILO could also provide an indispensable assistance to the Association of Employers of RT in the development of a new strategy for the future.
 5. In the event of the extension of the DWCP, it is recommended that it includes actions to improve the national labour statistics system.
 6. It is recommended to conduct “guest” sessions of the NTDWC at different venues, for example, in select Ministries and Regions.
 7. It is recommended to enhance preparation and dissemination of methodological and training materials on regulation of labour relations, regulation of wage system standards, on youth employment through improved training and organization of business skills training, social protection of migrant workers, workplace assessment, etc.
 8. It is advised to further use the potential of the NTDWC, ILO, international organizations, non-governmental organizations and the media to disseminate information on the progress and results of the implementation of DWCPs.

It is also necessary to continue and sustain the NTDWC as a potent body that is entrusted with the authority to coordinate technical cooperation, projects and activities of the ILO in the framework of the DWCP in tripartite settings, based on an equal involvement of the social partners – Trade Unions and Employers’ organization.

9. In order to facilitate the implementation of DWCP and raise public awareness, it is advisable to hold an annual forum to review the implementation of the Programme, with the

participation of other international organizations, NGOs, representatives of various sectors and regions.

Lesson learned

- The fact that the DWCPs for Tajikistan have been regularly reviewed by the ILO in collaboration with the tripartite constituents is an extremely important practice that yields good results and needs to be continued, provided there will be the necessary conditions and resources available. It demonstrates continuity of the efforts, enables comparison of past and current practices, enhances motivation for the achievement of outcomes and stimulates collective thinking over the results achieved over a longer period of time, beyond the timeframes of a given DWCP.

Introduction

The International Labour Organization (ILO) evaluation policy (2005)¹ set out the Office's commitment to systematic use of internal and self evaluation. The Decent Work Country Programme (DWCP) review is part of the process of the DWCP progress monitoring, reporting and evaluation. It is carried out with an active participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its constituents to review their joint performance in delivering planned outputs and supporting the achievement of outcomes.

The ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (ILO DWT/CO Moscow) prepared the Terms of Reference (TOR) for the mid-term review of DWCP in Tajikistan with the advice of the ILO Regional Office for Europe and in accordance with the guidelines of the Evaluation Office at the ILO Headquarters in Geneva. The TOR was presented to constituents for discussion in order to clarify the approach.

The review will serve as a feedback tool on how well the ILO and its tripartite partners have fulfilled their DWCP commitments, highlighting good practices, lessons learned and developing recommendations for improving performance and follow-up. Another purpose of this review is to improve the evaluation of future country programmes by paying special attention to the constituents' engagement. The ILO DWT/CO Moscow is coordinating this review, which is being conducted by a national consultant.

Prior to the beginning of the ILO Programme and Budget cycle 2016-17 and further to the successful completion of the second DWCP (2011-2013), the ILO DWT/CO Moscow jointly with the constituents developed a third Decent Work Country Programme - initially for the period from 2015 through 2017. The DWCP was signed in June 2015 and was developed as a result of intensive consultations between the Government of the Republic of Tajikistan, the Federation of Independent Trade Unions, the Association of Employers and the International Labour Organization.

The Programme is based on the national priorities of the Republic of Tajikistan in the field of employment, labour market and social protection and is aimed at sustainable social and economic development of the Republic by regulating labour relations in accordance with international standards, promoting productive employment, ensuring social protection of the population and strengthening social dialogue.

The implementation of the Programme contributed to the achievement of the goals of the National Development Strategy of the Republic of Tajikistan until 2015, which was based on the Millennium Development Goals, the Labour Market Development Strategy of the Republic of Tajikistan for the period up to 2020 and the medium-term Strategy for Raising the Welfare of the Population of Tajikistan for 2013-2015, Occupational Safety Program for 2013-2016 and other state programs.

The Programme also corresponds to the priorities of the United Nations Development Assistance Framework (UNDAF) and will contribute to its results aimed at expanding programs for poverty reduction and economic development, with a special focus on vulnerable groups of population, and on the development of the capacity of national and local authorities to conduct democratic reforms based on international standards and norms.

In 2017, the ILO and the tripartite constituents decided to consider extending the Programme to 2020 in order to have more time to work towards achieving the agreed priority goals and to align the

¹ <http://www.ilo.org/eval/Evaluationpolicy/lang--en/index.htm>

DWCP timelines with the United Nations Development Assistance Framework (UNDAF) for 2016-2020, the National Development Strategy of the Republic of Tajikistan until 2030, the Mid-Term Development Program of Tajikistan for the period 2016-2020 and the State Strategy for Labour Market Development until 2020.

1. DWCP review context, purpose, methodology

1.1 Results of the Assessment of the Implementation of the Previous DWCP 2011-2013

In the summer 2013, the review of implementation of the previous DWCP for 2010-2013 was conducted. The review showed that all key DWCP outcomes had been achieved. The joint actions of the constituents and the ILO were aimed at providing broader decent work opportunities, strengthening the role of social dialogue, more efficient labour administration, improving working conditions. In general, the Programme was recognized as meeting the national priorities, as well as interests and needs of the constituents.

Among the most important outcomes achieved in 2011-2013, the following ones should be noted:

- Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) ratified in 2013, which is a great achievement resulting from consistent and coordinated efforts of the Tajik constituents and the ILO; Home Work Convention, 1996 (No. 177) ratified in 2012;
- The National OSH Programme for 2013-2016 developed and approved by the government (Order No. 684 of December 03, 2012); labour inspectorates and social partners trained on introduction of OSH management system (ILO-OSH 2001);
- The roadmap for further development of the State Employment Agency developed, aimed at strengthening the capacity to provide better services;
- The existing vocational education and training system for adults reviewed; measures for improving this system developed;
- The capacity of social partners on collective bargaining, wages, informal employment, protection of migrant workers' rights, gender-specific aspects of social protection and maternity protection strengthened through the relevant trainings;
- The existing remuneration system in different sectors of the economy reviewed; recommendations for improving the system developed;
- The HIV/AIDS Workplace Policy of the Republic of Tajikistan developed and signed;
- A package of measures in the framework of the National Action Plan for Eliminating the Worst Forms of Child Labour for 2013-2020 designed and implemented; a list of hazardous work prohibited to children under 18 years of age developed;
- The Decent Work Country Analysis conducted, providing the ILO constituents and other national stakeholders with a quality analysis and information on situation and progress in the field of decent work at the national level, as well as on the key problems and challenges the country faces on the way to achievement of decent work objectives. The study helps assessing national policies and identifying alternative ways of developing them.

The lessons learnt from the Programme implementation in 2011-2013 revealed the following main issues and needs:

- strengthening the capacity of constituents to organize, implement and partly finance some components of the Programme;
- involvement of employers' associations from real sectors of the economy (electric power industry, construction, mining industry) in the implementation of the Programme;
- necessity of developing measures to reduce unemployment;
- improvement of the national labour statistics system;

- more efficient involvement of local scientific and expert community;
- the need to prepare guidance and training materials in the state language;
- more active use of information channels of the ILO, international agencies and mass media for wider dissemination of the results of DWCP implementation.

1.2. Purpose, objectives, methodology of the review of the DWCP 2015-2017

The main purpose of the review of the DWCP is programme improvement and learning.

More specifically, it is to get feedback for improving programme delivery in view of possible extension of the programme, taking stock of the results to date and proposing adjustments in the approach and strategy if necessary.

The review will provide:

- a summary of results and achievements per each of the outcomes
- an analysis of relative effectiveness under each outcome and areas for improvement
- good practice examples, lessons learned
- feedback for the next stage of implementation, including possible recommendations on activities and strategies.

The review covers all activities carried out under the Decent Work Country Programme from June 2015 through the time of the review (August - September 2017), including the RBSA-funded CPOs in 2015 & 2016-2017, as part of a stock taking exercise.

The review is intended for specialists and management of the ILO DWT/CO Moscow, ILO staff in the country, constituents, including members of NTDWP and national implementing partners in Tajikistan, the ILO Regional Office for Europe, technical departments at the ILO headquarters, UN agencies and donors.

The review focuses on the progress made on tangible outcomes directly resulting from ILO contributions (a total of ten outcomes under three DWCP priorities).

In accordance with the TOR, the key criteria for the review are: relevance of the interventions, delivery of outputs, use of outputs by partners, progress made towards outcomes and sustainability of achievements, emerging opportunities or alternative ways of achieving results.

The review seeks answers to the following generic questions:

- Are we doing the right things?
- Are we doing things in the right way? Are the stakeholders satisfied with the quality of the results?
- What was the level of commitment and engagement of constituents?
- How effective is the newly established National Tripartite DW Committee?
- Are there better ways of achieving the results?
- Are there any adjustments or refinements of the priorities needed?

Methodology

The review exercise is a participatory assessment of current practice. When conducting the review, in addition to the ILO Office, the tripartite constituents as well as other parties involved in the country programme and targeted for making use of the ILO's support were asked to contribute and participate.

The gender dimension was considered as a cross-cutting concern throughout the methodology and analysis. Both women and men were involved in consultations and the review process.

Specialists from the ILO DWT/CO Moscow contributed to the exercise with knowledge products and documentation.

ILO DWT/CO Moscow with the help of the National Coordinator compiled relevant documents:

- Activity/performance reports, mission reports, surveys, studies, research materials produced, minutes of NTDWC meetings, policy documents, ILO technical comments on national legislation and other documents as relevant and appropriate (per outcome)
- Other relevant background information, including DWCP Implementation and Monitoring plan, annual workplans, DC projects reports, reports of external consultants, evaluation reports, DWCP 2011-2013 review report, etc.
- Communication and media materials
- Information from the ILO Implementation Report 2016-2017
- UNDAF, national development strategies

All the above information on each result was provided to the consultant before the planned start of the actual review in July 2017.

The consultant, during the review, performed the following tasks:

- Gathered the initial information from ILO DWT/CO Moscow
- Analyzed all available documents
- Elaborated a survey questionnaire
- Conducted a survey, interviews with representatives of stakeholders, as well as individuals not directly involved into the implementation of the DWCP:
 - ILO staff in the country, including the project team
 - Government (Ministry of Labour)
 - Workers' organization
 - Employers' organization
 - Members of the National Tripartite Committee for Decent Work
 - Other UN agencies
 - Program implementation partners and beneficiaries (e.g., people who have been trained and/or participated in other activities)
- Documented the data obtained, findings and conclusions
- Conducted a presentation for stakeholders on key findings during a meeting of the NTDWC in Dushanbe on October 5, 2017
- Prepared the draft report
- Finalized the report based on the comments obtained

1.3. Key Priorities of DWCP 2015-2017

During the workshop in Dushanbe on the development of the new Programme in September 2013 and subsequent consultations with the tripartite constituents in determining the main directions for joint work for subsequent years, it was suggested that the priorities of the previous Programme should remain as unchanged and important for achieving the goals of social and economic development of the Republic of Tajikistan.

Thus, the following Priorities and relevant outcomes of the Programme were defined:

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 (TJK803, TJK801, TJK802)

Outcome 1.2:

Strengthened capacities of tripartite constituents to reform wage systems and wage policies through social dialogue (TJK104)

Outcome 1.3:

Increased capacities of the government and social partners to implement the National Action Plan on the elimination of the worst forms of child labour (TJK102)

Outcome 1.4:

Formalization in selected sectors of informal economy promoted by constituents (TJK105)

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 (TJK128)

Outcome 2.2:

National Labour Market Information and analysis system improved (TJK103)

Outcome 2.3:

Decent employment opportunities for youth increased through skills development and entrepreneurial training (TJK128)

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 (TJK803)

Outcome 3.2:

Social security schemes improved through introduction of social protection floors (SPFs) (TJK151)

Outcome 3.3:

Protection of the labour rights of migrant workers is improved (TJK153)

2. Analysis and assessment of implementation of the Decent Work Country Programme in the Republic of Tajikistan

2.1. 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

Joint efforts of the national constituents were aimed at strengthening the institutional capacities and the role of trade unions and employers' organizations in policy consultations and decision-making on labour issues, by improving the efficiency of the Tripartite Commission for the Regulation of Social and Labour Relations in the RT. The ILO continues to provide support through technical consultations and relevant training of tripartite constituents to increase their capacities on national social dialogue, improve its mechanism and functioning procedures, and effectively apply the recently ratified Tripartite Consultation (International Labour Standards) Convention (No. 144), as well as the provisions of the Labour Administration Convention (No.150). The social partners took measures to strengthen the NTDWC of the Republic of Tajikistan and ensured the regularity of its meetings. The ILO also provided advice to the working group set up to revise the Labour Code.

The EOs, with ILO support, continue to work on developing new or improving existing services to its members and advocating the interest of their members via policy work. This will help to make membership in these organizations more attractive for employers and increase the UERT's representativeness and authority to act as spokesperson of the Tajik employers. Activities focused on helping EOs in developing reliable mechanisms for identifying members' needs and changes in this respect; analyzing the market for services and potential competition; and assessing their own capacities to offer services, and design measures to improve these capacities.

The ILO continued providing support to trade unions (FITU RT) to strengthen their capacities in promoting and implementing the DW agenda in the country, with a special focus on informal workers. Training was provided for FITU on workers' rights and international labour standards, further modernization of trade unions, strengthening TU's representation and promoting collective agreements in informal economy and collective bargaining on wages. The ILO continued supporting the workers' education and information network to ensure its proper functioning.

Outcome 1.2: Strengthened capacities of tripartite constituents to reform wage systems and wage policies through social dialogue

In the framework of the previous Programme, the ILO assisted the tripartite constituents by developing a baseline study on wages in different sectors of economy and providing recommendations and training of constituents on wage issues. In 2017 further support was provided in preparing a study on wage policy in Tajikistan that was conducted by the Research Institute of Labour, Migration and Employment, with a focus on minimum wages, collective bargaining on wages and wage statistics. The findings will be used in the elaboration of approaches for a national wage concept reform. Partners continued to expand their understanding of principles of wage determination through training on work standards setting in organizations. The ILO continued to promote knowledge sharing on wage-related issues by introducing international experience on wage policy

formulation. A tripartite discussion of wage issues was held in 2017 in connection with the presentation of the ILO's Global Wage Report.

Outcome 1.3 Increased capacities of the government and social partners to implement the National Action Plan on the elimination of the worst forms of child labour

The ILO–IPEC strategy is to support the implementation of the first National Action Plan on the elimination of the worst forms of child labour in Tajikistan by increasing the knowledge base on child labour issues through the first National Child Labour Survey; exploring the linkages between child labour and youth employment; fostering South-South Cooperation in the region.

Continued training of national partner organizations and members of the relevant Coordination Council that have major responsibilities for the implementation of the National Action Plan on the elimination of Worst Forms of Child Labour for 2015-2020 was provided to ensure transfer of knowledge, skills and tools on the eradication of worst forms of child labour. A targeted training for labour inspectors was organized. Further support was given to implementation of the Child Labour Monitoring system that has been expanded to new rural areas. The ILO/IPEC project facilitates the exchange of information and experience on child labour issues and dissemination of examples of successful actions in this field.

Outcome 1.4: Formalization in selected sectors of informal economy promoted by constituents

ILO activities focused on improving awareness among the tripartite constituents on the need to promote registered employment and drivers of formalization, targeting micro- and small enterprises in selected economic sectors and categories of workers in informal employment conditions. This is done through the organization of seminars, round tables at the international, national and regional levels, awareness-raising events.

Consultations on policy issues, technical cooperation and capacity building of partners facilitate the promotion of formal employment through the development of initiatives in the areas of entrepreneurship, employment, social and labour policy in selected sectors of the informal economy, in close cooperation with social partners. The ILO provided support to strengthen the capacity of organizations of employers and workers to reach out to business and workers in the selected informal sectors, in order to promote transition to formality. At the initiative of the Trade Unions and with the ILO's support an awareness raising campaign for workers was organized in 2016-2017 (see good practices, chapter 3). The ILO continued to provide technical advice to strengthen the management of labour issues and the expansion of its activities in the informal sector in accordance with the provisions of the ILO Convention on Labour Administration (No. 150).

2.2. Priority 2. Development of decent employment opportunities for men and women, including return migrant workers

Outcome 2.1: National legal and policy frameworks improved in the field of employment promotion

The ILO Employment Policy Convention (C122) is ratified in Tajikistan and every two years an employment promotion programme is adopted to promote employment, reduce unemployment and support disadvantaged groups in their search for employment. The State Labour Market Development

Strategy till 2020 was adopted (and was subject to an interim evaluation in March 2016), as well as a Job Creation Programme for 2008-2015. However, a regular assessment of the employment policy effectiveness is an important task. The ILO provided assistance in the review of application of the Law on the Promotion of the Employment of Population and of other measures to promote employment.

Outcome 2.2: National LMI and analysis system improved

The ILO provided support in establishing an LMI and analysis system that contributed to better-informed decisions on the implementation of labour market policies and programmes through accurate and up-to-date information about the labour market. The system of information and analysis of the labour market was operated and maintained by specially trained staff of the relevant departments of the Ministry of Labour, Migration and Employment of Population (MLMEP), specialists of the Agency of Statistics under the President of the Republic of Tajikistan, as well as the PES staff.

The ILO provided support and guidance to the setting-up of an advisory group, consisting of relevant actors that produce and utilise labour market information. Training was organized for the staff of the MLMEP, PES, and Agency of Statistics on compiling, assembling, analysing and disseminating labour market information. The existing labour statistics concepts, data collection and processing tools have been reviewed in line with international standards, in view of appropriate employment and labour market policy formulation, to ensure harmonization of employment policy and the labour market. Technical advice was provided on revising the Labour Force Survey questionnaire to align it with modern recommendations.

Outcome 2.3: Decent employment opportunities for youth increased through skills development and entrepreneurial training

The ILO strategy was based on strengthening the capacity of policy-makers and practitioners to design and implement evidence-based and gender sensitive policies and programmes on youth employment. Support was focused on delivering results through the establishment of partnerships and strategic alliances on youth employment with the involvement of public institutions, the social partners and other actors. This was achieved through establishing a regional network for cooperation and knowledge sharing based on peer reviews on youth employment and participation of the tripartite constituents in Tajikistan in this network. The activities carried out in this regional network were aiming to strengthen capacities of national partners to analyze the youth labour market; design and evaluate employment policies and strategies for youth employment taking into account gender considerations; manage knowledge development initiatives and tools development; mobilize political support in favor of youth employment interventions. Training on formulating and implementing youth employment policies and on increasing the efficiency of employment services was provided to the MLMEP and employment service.

The ILO also supported the efforts aimed at improvement of the link of education and training to decent work, and matching the provision of skills to the needs of the labour market. SYIB Training of Trainers was provided for the staff of MLMEP and National Adult Education Center.

2.3. Priority 3. Improvement of working conditions and expansion of social protection

Outcome 3.1: The OSH national programmes and systems are further improved and labour inspection is modernized

Productive and competitive enterprises are essential for decent work, ensuring safety, security and well-being of workers and respect of their rights. Enterprises, which are able to survive, expand and grow, are able to create and sustain jobs. Decent work is a prerequisite for enterprises to sustain and continuously improve their productivity and competitiveness in order to remain viable. Enterprises, which place a high priority on the safety and well-being of workers, respect their rights and engage them fully in the production process, are much better positioned to take on the challenges of global markets, increasing competition, and ever more demanding customers.

In the framework of the DWCP the systematic approach to improve the national OSH system was further promoted. The ILO provides support to the national partners in the creation of a tripartite body on OSH, in the implementation of the National OSH programme for 2013-2016 and the updating of the national OSH profile (2016) that is being used in the elaboration of a new National OSH programme for 2018-2020.

The joint activities by the tripartite constituents and the ILO are aimed at the promotion of ILO Conventions No. 129, 155, 184, 187 and modernization of the national legislation in line with the international labour standards, as well as modernization of the Labour Inspection.

The ILO is developing the capacity of the State Agency of Surveillance in the area of Labour, Migration and Employment of the Population, including on management of its activities, improvement of the system of investigation of occupational accidents, their recording and registration. Special attention was given to the role of social dialogue in addressing OSH issues and in the work of the State Agency of Surveillance in the area of Labour, Migration and Employment of the Population.

Outcome 3.2: Social security schemes improved through introduction of social protection floors (SPFs)

The 101st ILC in 2012 adopted Recommendation concerning national social protection floors (Recommendation No 202 (2012)). At the national level, promotion of R202 is followed by implementation of national SPF through assessment based national dialogue (ABND) launched in 2016 in Tajikistan that was selected as the second country in Central Asia (after Kyrgyzstan) to initiate the SPF, with tripartite constituents are the core national stakeholders. Capacity building for enabling tripartite constituents to design, implement, monitor and evaluate national SPF has been facilitated through knowledge sharing and technical consultations. National discussion on the SPF started with the promotion of R202 and subsequent SPF training. At the same time, national dialogue was extended to international agencies (UN and international financial institutions) and started to be included in the agendas at the National Development Council under the President of the Republic of Tajikistan.

The SPF was included in the newly developed national policy frameworks, including the new Strategy of the Development of Social Protection, National Development Strategy 2030 and the Strategy of the Improvement of Population Living Standards for 2016-2018. The next step is the preparation of the SPF rapid assessment analysis to enhance technically focused national discussions. The ILO facilitates knowledge-sharing on social protection by introducing good international practices on the SPF implementation. Technical advice on social security schemes under the SPF coverage are being provided for supporting the implementation of national SPF.

Outcome 3.3: Protection of the labour rights of migrant workers is improved.

Tajikistan has ratified both the Migration for Employment Convention (Revised), 1949 (No. 97) and the Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143), as well as the United Nations Convention on the Protection of the Rights of All Migrant Workers and their Families, 1990. In the context of the recent integration of the Migration Service in the Ministry of Labour, Migration and Employment of the Population, the ILO supports the capacity building of the Migration Service to implement these instruments, with a view, in particular, to prevent recruitment for migration in hard working conditions or rights abusive conditions. It includes improvement of services to potential labour migrants, i.e. raising their awareness on their rights and responsibilities in destination countries.

2.4. Sustainable Development Goal 8: Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

An important factor in the implementation of DWCP 2015-2017 was that its priorities and objectives were closely coordinated with the SDGs, with the goals and objectives of the National Development Strategy of the Republic of Tajikistan until 2030 (NDS-2030), the Mid-Term Development Program of Tajikistan for the period 2016-2020 (MDP 2016-2020) and the State Labour Market Development Strategy up to 2020, as well as with the objectives of the social partners and implementing partners. In general, the positive effect of the implementation of the Programme was that all partners worked systematically and consistently.

It should be especially emphasized that the implementation of the DWCP 2015-2017 had started before the SDGs were adopted in September 2015 at the 70th Session of the UN General Assembly. Nevertheless, the DWCP is fully correlated with the SDG 8 “**Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**” The first part of the goal can be achieved as a result of the implementation of DWCP; the second part of the goal fully complies with the DWCP focus and priorities.

Expansion of productive employment is one of the goals of the NDS-2030 and an objective of the MDP 2016-2020, therefore SDG 8 is a priority for Tajikistan.

This goal includes the following objectives:

8.1 To support economic growth per capita in accordance with national conditions and, in particular, the growth of gross domestic product at a level of at least 7 percent per year in the least developed countries

- corresponds to the DWCP implicitly

8.2 To improve productivity in the economy through diversification, technical modernization and innovation, including by focusing on sectors with high added value and labour-intensive sectors - **corresponds to the DWCP implicitly**

8.3 Promote a development-oriented policy that promotes productive activities, decent jobs, entrepreneurship, creativity and innovation, and encourages the formal recognition and development of micro, small and medium-sized enterprises, including by providing them with access to financial services - **fully complies with DWCP**

8.4 Throughout the period until the end of 2030, gradually increase the global efficiency of resource use in consumption and production systems and strive to ensure that economic growth is not accompanied by environmental degradation as envisaged by the 10-year strategy for moving towards the use of rational consumption and production patterns, and the developed countries should be the first to do this - **corresponds to the DWCP in an indirect way**

8.5 By 2030, ensure full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value - **fully complies with DWCP**

8.6 By 2020, significantly reduce the proportion of young people who do not work, do not study and do not acquire professional skills - **fully complies with DWCP**

8.7 To take urgent and effective measures to eradicate forced labour, to end modern slavery and trafficking in human beings and to ensure the prohibition and elimination of the worst forms of child labour, including the recruitment and use of child soldiers, and by 2025 to end child labour in all its forms - **fully complies with DWCP**

8.8 Protect labour rights and promote the provision of safe and secure working conditions for all workers, including migrant workers, especially migrant women, and those who do not have stable employment - **fully complies with DWCP**

8.9 By 2030, ensure the development and implementation of sustainable tourism promotion strategies that promote job creation, local culture and local production - **fully complies with DWCP**

8.10 Strengthen the capacity of national financial institutions to encourage and expand access to banking, insurance and financial services for all - **corresponds to the DWCP implicitly**

8.a Increase the support provided by the Aid for Trade initiative to developing countries, especially the least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries - **corresponds to the DWCP implicitly**

8.b By 2020, develop and implement a global strategy for youth employment and implement the International Labour Organization's Global Jobs Pact - **fully complies with DWCP**

Based on the above, the DWCP fully correlates with SDG 8. Out of 10 tasks and 2 subtasks of this SDG 8,

- 7 (6 tasks and 1 subtask) fully in line with the priorities and objectives of the DWCP,
- 5 (4 tasks and 1 subtask) are mediated in accordance with the DWCP.

Other SDGs' objectives, that are contributing to the achievement of Goal 8 "Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and correspond to the DWCP in Tajikistan 2015-2017, should be also noted, as follows:

- 1.3. Social protection
- 2.3. Productivity of agriculture
- 4.4. Employment Skills
- 5.5. Leadership Opportunities
- 9.2. Industrialization
- 10.2. Inclusiveness
- 10.4. Tax, employment and social protection policies

2.5. Overall findings on the implementation and results achieved in the period of 2015-2017

- Representatives of tripartite partners within the NTDWC began to meet regularly and discuss a broader range of issues related to the DWCP itself and its components, as well as other issues related to the problems of social and economic development and labour market (i.e., child labour, women's employment, OSH, social protection, etc.);
- The staff of the MLMEP of RT and social partners have strengthened their capacities by learning from the experiences of the countries with similar situations in the social and labour sphere and common institutional heritage (for example, through a study tour to the Republic of Moldova on experience and best practices of Moldova in the sphere of social protection; participation in the regional youth employment cooperation network and peer reviews on youth employment in Russia and other CIS countries);
- Representatives of tripartite partners began to take more active part in international, national and intra-regional conferences, seminars and round tables on social and labour relations;

- Improved interaction between the ILO and tripartite partners manifested itself in good practices that show the effectiveness of joint work on specific priorities and tasks. Examples of these good practices include in particular:
 - The Mobile theater against informal employment;
 - Measures to complete the Evaluation Matrix of the Social Protection System of Tajikistan, under the four guarantees of the 2012 Recommendation on Social Protection Floors (SPF);
 - The Forum of Cooperatives
- Within the framework of NTDWC collaboration has become more targeted and specific;
- The workload in the implementation of the programme, its priorities and tasks, has begun to be spread more evenly among partners;
- International technical advisers have become more effective in interacting with local partners on relevant priorities and tasks (in particular, on social protection);
- The recommendations of the previous DWCP Review 2011-2013 on engaging specialists from the State Research Institute of LMEP of the MLMEP of RT into thematic research and studies in the context of DWCP 2015-2017 have been taken into account.

2.6. Assessment of DWCP outcomes based on Scoring Categories

Based on the research conducted and the feedback received from the ILO staff and DWCP partners in Tajikistan in 2015-2017, we propose the following conclusions on the results achieved under the DWCP outcomes, based on the proposed in the TOR scoring categories as follows:

1	2	3	4	5	6
Extremely unsatisfactory	Unsatisfactory	Somewhat unsatisfactory	Somewhat satisfactory	Satisfactory	Highly satisfactory
No results at all; outputs not delivered	Planned results not achieved, although some outputs were delivered	Planned results still pending, but likely to be achieved	Planned results partially achieved	Planned results achieved to a full extent	Planned results exceeded, beyond expectations; performance very successful and over accomplished

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 (TJK803, TJK801, TJK802) – **Somewhat Satisfactory² (Target CPOs)**

Outcome 1.2:

Strengthened capacities of tripartite constituents to reform wage systems and wage policies through social dialogue (TJK104) – **Satisfactory (Target CPOs)**

Outcome 1.3:

² Activities are in the process of implementation; not fully completed yet.

Increased capacities of the government and social partners to implement the National Action Plan on the elimination of the worst forms of child labour (TJK102) - **Somewhat satisfactory (Target CPO)**

Outcome 1.4:

Formalization in selected sectors of informal economy promoted by constituents (TJK105) – **Satisfactory (Target CPO)**

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 (TJK128) - **Somewhat satisfactory (Pipeline CPO)**

Outcome 2.2:

National LMI and analysis system improved (TJK103) - **Somewhat satisfactory (Target Results)**

Outcome 2.3:

Decent employment opportunities for youth increased through skills development and entrepreneurial training (TJK128) - **Somewhat satisfactory (pipeline CPO)**

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 (TJK803) – **Satisfactory (Target Results of DWCP)**

Outcome 3.2:

Social security schemes improved through introduction of social protection floors (SPFs) (TJK151) – **Satisfactory (Target Results of DWCP)**

Outcome 3.3:

Protection of the labour rights of migrant workers is improved (TJK153) - **Somewhat satisfactory (pipeline CPO)**

To sum up the above, out of ten DWCP outcomes, four are assessed as satisfactory; six as somewhat satisfactory.

3. Conclusions, recommendations and prospects for further development and good practices

1. The review of Programme implementation, analysis of documents, study of publications and messages in the media, as well as the results of the questionnaire survey and interviews showed that the DWCP was relevant and consistent with the goals and objectives of all tripartite partners, as well as the strategic goals and development objectives of the Republic of Tajikistan.
2. The effectiveness of interaction between the ILO and the tripartite partners has been manifested in good practices that demonstrate good results achieved by tripartite partners on specific priorities and tasks, in particular, the mobile theater against informal employment; activities to complete the Evaluation Matrix of the Social Protection System of Tajikistan on four guarantees of the 2012 Recommendation on Social Protection Floors (SPF); holding the Forum of Cooperatives.
3. Information on the implementation of the Programme and the achievement of its Products/Results is used by the Ministry of LME of the Republic of Tajikistan, the Ministry of HSP of the Republic of Tajikistan and the Federation of Independent Trade Unions in the preparation of analytical materials for the Government, texts of speeches and reports, and draft General Tripartite Agreements between the Government, Trade Unions and Employers.
4. Strengths of the DWCP:
 - The mechanism of management of DWCP through NTDWC is quite effective;
 - The actions are clearly defined and regulated by performance measures reflected in the Results Monitoring Matrix;
 - The workload in the implementation of the programme began to be distributed more evenly among the partners;
 - International technical consultants effectively interact with local partners on appropriate priorities and tasks (in particular, on social protection);
 - Recommendations of the previous DWCP Review 2011-2013 regarding the involvement of specialists from the State Research Institute of Labour Market and Employment Policy (LMEP) of the MLMEP RT into the implementation of thematic studies in the context of DWCP 2015-2017 were taken into account. There has been a stronger use of national expertise.
5. Weaknesses of the DWCP:
 - The potential for stronger government support, for example, in the form of tax incentives³ or regulatory measures to support ILO initiatives aimed at strengthening their sustainability, is not fully utilized;
 - Not all NTDWC's members are satisfied with the availability of activities to improve their qualifications through participation in trainings and study tours⁴;
 - Up to now, the activities of most of the associations and unions of employers operating in different sectors of the economy are often carried out without taking into account long-term goals and are not closely linked to DWCP.

³ NTDWC, for example, may consider a possibility to come up with a tripartite proposal to the Government to provide tax incentives to reduce tax burden to the farmers (dekhan farm owners) who are participating in the activities in the framework of the DWCP.

⁴ Some of the respondents are under an impression that not all the partner organizations have had equal access to training opportunities and sometimes various trainings and study tours are being organized for the same people.

6. The network of employers' associations including representatives of other (not only agriculture) sectors of the economy and social sphere has not yet been formed which is a constraint to the joint work.⁵
7. So far no amendments and additions have been made to the Law on National Statistics by introducing a number of additional indicators that would make it possible to obtain better quality data on labour market and employment. Technical support of the ILO is necessary in this regard.
8. The potential and opportunities of country's academic and university science are not sufficiently utilized.
9. Until now in some instances there is an opinion that DWCP is only a programme of the ILO and the Ministry of LME of RT, and only the ILO should finance all activities.
10. The campaign to increase the awareness of all the stakeholders about the implementation of DWCP is not widely implemented, especially in the relevant sectors and industries, as well as in the regions.

Key recommendations

1. We consider it necessary to explore the possibility of extending this program until 2020 due to the fact that:
 - The achievement of a number of objectives and outcomes is still in the process of implementation;
 - The preparation of a new DWCP may take a long time to agree (up to 2 years), and during this time the implementation of the priorities and tasks of the DWCP may be delayed or suspended;
 - The extension of the DWCP would allow not only to consider ratifications, but also to ratify a number of ILO Conventions in the timelines of an active DWCP⁶;
 - By 2020 the implementation of the Mid-Term Development Program of Tajikistan for 2016-2020, State Strategy for the Development of the Labour Market to 2020 and a number of other development programs for this period are going to be completed. The extension would allow to align the DWCP with the current national development programs and strategies;
 - The extension of the DWCP by 2020 will enable the inclusion of the final evaluation of the DWCP into the overall framework of the Evaluation of Development Strategies and Development Programs of Tajikistan until 2020.
2. Greater attention should be paid to the issues of returning labour migrants and protection of their rights⁷.

⁵ There are approximately 28 associations of employers in the country and presently many of them are not engaged and are not aware of the DWCP. As a matter of suggestion, partners could convene a national forum of employers of Tajikistan to contribute to their greater association and unification. ILO's consultative and information support would be indispensable in this regards.

⁶ It was noted in particular that ratification is a long-term process that may take longer than the lifetime of a country programme, so the limited timelines of a programme may be perceived as an obstacle. There is a perception that ratification should be considered in the framework of an active DWCP.

⁷ A great number of seasonal labour migrants are returning from Russia and are looking for job (200,000 persons approximately). So far they are not getting any help and are referring themselves to unorganized and unregulated daily 'job markets' in a hope to get some part-time job. In this context, ILO's assistance is needed in the elaboration of concrete measures for the integration of return migrants into the domestic labour market (even on a one-time, part-time basis). To

3. It is recommended to involve representatives of other relevant Ministries and Agencies (in addition to the Ministry of LMEP of the Republic of Tajikistan and the Ministry of HSPP of the Republic of Tajikistan) in the implementation of the DWCP.
4. It is recommended to take the necessary measures to ensure that representatives from different sectors of the economy participate in the employers' association.
To do this it is needed to:
 - provide assistance to the Association of Employers of the Republic of Tajikistan for its structural development and dissemination of information about its work in the sectors and regions;
 - support the creation of legal mechanisms for coordinating efforts and developing a unified position of the employers' organization of the country;
 - the ILO can also provide an indispensable assistance to the Association of Employers of RT in the development of a new strategy for the future.
5. In the event of the extension of the DWCP, it is recommended that it includes actions to improve the national labour statistics system.
6. It is recommended to conduct “guest” sessions of the NTDWC in select Ministries and Regions.
7. It is recommended to enhance preparation and dissemination of methodological and training materials on regulation of labour relations, regulation of wage system standards, youth employment (through improved training and organization of business skills training), social protection of migrant workers, workplace assessment, etc.
8. It is advised to further use the potential of NTDWC, ILO, international organizations, non-governmental organizations and the media to disseminate information on the progress and results of the implementation of DWCPs.

It is also necessary to continue and sustain the NTDWC as a potent body that is entrusted with the authority to coordinate technical cooperation, projects and activities of the ILO in the framework of the DWCP in tripartite settings, based on an equal involvement of the social partners – Trade Unions and Employers’ organization.

9. In order to facilitate the implementation of DWCP and raise public awareness, it is advisable to hold an annual forum to review the implementation of the Programme, with the participation of other international organizations, NGOs, representatives of various sectors and regions.

Lessons learned

The fact that the DWCPs for Tajikistan have been regularly reviewed by the ILO in collaboration with the tripartite constituents is an extremely important practice that yields good results and needs to be continued, provided there will be the necessary conditions and resources available. It demonstrates continuity of the efforts, enables comparison of past and current practices, enhances motivation for the achievement of outcomes and stimulates collective thinking over the results achieved over a longer period of time, beyond the timeframes of a given DWCP.

this aim it would be useful to conduct an analytical study on informal employment with a focus on return migrants and develop recommendations on practical approaches to address the existing issues.

Good practices leading to the achievement of concrete results

The effectiveness of interaction between the ILO and the tripartite partners has been manifested in good practices that show the good results achieved by the partners in pursuing their individual priorities and objectives. In particular, the following good practices are being highlighted:

- Mobile theater against informal employment;
- Measures related to the preparation of the Evaluation Matrix of the Social Protection System of Tajikistan - under the four guarantees of the 2012 Recommendation on Minimum Levels of Social Protection (MLSP);
- The Forum of Cooperatives, August 3, 2017, Dushanbe
- Regular meetings of NTCDW

A brief description of good practices is presented below.

• Good practice: Mobile Theater against Informal Employment

Two years ago, the International Labour Conference adopted a Recommendation on the transition from informal to formal economy (Recommendation No. 204). Since then, a global campaign for formalizing the informal economy has been launched in different regions of the world. In Tajikistan, in order to show clearly what informal employment leads to local trade unions use stage art.

In Tajikistan, informal employment is a common phenomenon. According to data from the Labour Force Survey in 2009, 49% of employees are employed in the informal sector. To the greatest extent, this applies to agriculture, construction and services. Under conditions of informal employment, 69 percent of young people between the ages of 15 and 29 also work.

The problem of the informal economy is acute for the country. The Government has adopted a comprehensive program to reduce the level of unregistered (informal) employment in the Republic of Tajikistan for 2015 - 2017. One of its top priorities is to raise public awareness about the consequences of informal employment.

The national awareness-raising campaign was led by the trade unions. Every day, informal sector workers come and ask for help and advice. Colleagues in trade unions know probably better than anyone else how much informal employment can affect people's lives.

This refers to the denial of rights in the world of work, and the lack of social protection, and often poor working conditions, and the absence of social dialogue - and this is far from being the whole list of consequences of informal employment. Trade unions have more opportunities to talk to employees directly at their workplaces.



8 June 2017 Dushanbe. The site in front of the chemical engineering plant in Dushanbe is filled with people. Passers-by stop and curiously consider a minibus decorated with a banner: "Get out of the shadows! Work legally! "People dismantle leaflets and a string stretching to the entrance to the factory club. In this room, everyone either works on informal terms, or has relatives or friends who are engaged in this way.

"Why a mobile theater? Because it has deep traditions, it has an expressive and figurative language, requires minimal props, it talks about serious things with humour and at last it can come to any workplace itself," says the artistic director of the mobile theater Mr. Shodi Salikhov, National Artist of the Republic of Tajikistan.



The success of the performance exceeded expectations. In four scenes, of which the first performance was composed, good humour and serious, even sad moments - such as in the scene of an accident at work, were perfectly combined and many spectators literally stood in tears during the performance.



Every scene was followed by an interactive discussion, led by a representative of the trade unions. He explained to the assembled the provisions of national legislation and the advantages of formal employment, and called upon workers to join the trade union.

A brief "exit poll", held after the presentation, confirmed: the audience was under a strong impression. Employees said that what they saw made them "think about the conditions under which they work," and promised to "talk about it with family and friends." Someone was going to "come to the play again and bring colleagues", as well as "think about joining the trade union."

The presentation in Dushanbe was unusual in the sense that it took place indoors. Now that the mobile theater has gone to the regions, the actors speak directly to workers in the fields, markets and construction sites, where they have an even closer contact with the audience.

The Mobile Theater operates with the support of the Finnish-funded ILO project "From the Crisis towards Decent and Safe Jobs», Phase II", which previously helped to produce cartoons about the informal economy in neighbouring Kyrgyzstan.

The mobile theater in Tajikistan is an example of creativity and another great contribution to the global campaign against informal employment.

In 2017 the mobile theater visited with its presentations the districts of the Republican subordination, as well as the districts of Yavan and Hamadoni of the Khatlon region.

Below are some statistics regarding the mobile theatre outreach.

MOBILE THEATER - AGAINST INFORMAL EMPLOYMENT
(from the beginning of the activity)

№№	Place (city / district)	Date	Number of people present
1	Dushanbe - the capital	19.05.17	300
2	Isfara	19.06.17	350
3	Gouliston	20.06.17	85
4	Khodjent	21.06.17	386
5	Istaravshan	22.06.17	208
6	Penjikent	23.06.17	343
7	Kabadiyan	24.07.17	420
8	Kurgant'yube	25.07.17	250
9	Yavan	26.07.17	250
10	Hamadoni	27.07.17	378
11	Muminabad	28.07.17	415
12	Tursunzadeh	21.08.17	446
13	Hissar	22.08.17	371
14	Rudaki	23.08.17	406
15	Rasht	24.08.17	327
16	Lyakhsh	25.08.17	167
17	Dushanbe - the capital	31.09.17	309
Total	16 cities and regional centers (including Dushanbe - 2 times)	19/05 - 31/09/2017.	5 411

10 scenes have been produced in the framework of the campaign: "Leave from work", "Selling for money", "Cinderella", "Deceived", "Become a member of the trade union", "Occupational injury", "Allowance before and after childbirth" and "Consequences of non-payment of tax," " Deceived" and "Get a patent and work quietly."

Brochures under the slogan "Get out of the shadow" were distributed during the performances. Q&A sessions allowed to provide competent answers to the participants' questions.

The positive effect of this action is obvious and it makes impact in multiple ways. About 5,500 direct beneficiaries (apart from the participants of the action themselves - artists, and workers of the Independent Federation of Trade Unions of Tajikistan) will necessarily tell (and are already telling) about these meetings to their families, relatives, neighbors and colleagues. Therefore, in general, we can talk about the coverage of more than 20 thousand (this is a minimum estimate) of direct and indirect beneficiaries.

Using the methods of visual agitation based on showing scenes from the real life of the citizens themselves, various situations featuring negative aspects of informal employment are presented with humor.

• Good Practice: **Formation of the Group to complete the Evaluation Matrix of the Social Protection System of Tajikistan**

In February 2017 by the order of the Minister of HSP of the RT Mr. N. Olimzoda the Steering Committee and the Interdepartmental Working Group were created to join efforts in taking measures to complete the Evaluation Matrix of the Social Protection System of Tajikistan under the four guarantees of the 2012 ILO Recommendation on Social Protection Floors (SPF).

Representatives of the ILO, UNDP, UNICEF, EU, JICA, DFID, and the World Bank were included into the Steering Committee (see photo of committee members below).



For the first time, within the framework of one of the priorities of the DWCP 2015-2017, a mechanism was implemented to coordinate not only local but also international partners, representatives of various ministries, agencies and international financial institutions to develop a matrix of minimum social guarantees in Tajikistan.

• Good practice: **The Forum of Cooperatives**

The Forum of Cooperatives aimed at enhancing the capacity of managers and employees of farmers' organizations to strengthen cooperatives in providing access to sustainable management technologies, increasing the efficiency of agricultural production was held on August 3, 2017 in Dushanbe.

Participants of the forum included:

1. representatives of the Ministry of Agriculture of the RT; Department of Agriculture of regions, districts and cities of the Republican subordination; Academy of Agricultural Sciences of the RT; Agrarian University named by Sh. Shotemur;
2. Managers of Water User Associations;
3. Heads of dehkan farms and Associations of dehkan farms;
4. Representatives of the ILO, FAO, EC, WB, GIZ

The Forum of Cooperatives contributed not only to increasing the capacity of all tripartite participants of DWCP 2015-2017, but also ensured the implementation of the following important activities of partners:

1. Informing each other and the public about the goals, objectives, mechanism and results achieved in the implementation of the relevant priority of the DWCP;
2. Strengthening coordination of actions to implement both the DWCP as a whole and its individual priorities and tasks;
3. Identifying the existence of common problems and formulating common approaches to address these problems through contacts with the relevant government bodies.

Good Practice: **Regular meetings of NTCDW**

On July 28, 2016 the first working meeting of the National Tripartite Committee on Decent Work (NTCDW), which was established as part of the ILO pilot initiative in 15 countries, including Tajikistan, was held in the Ministry of Labour, Migration and Employment of the Republic of Tajikistan. The Tripartite Committee was established to strengthen the role and increase the level of involvement of ILO tripartite partners in the development, implementation and evaluation of ILO programs and projects in the Republic of Tajikistan.

It should be noted that the role of this newly created committee in the coordination of activities has increased significantly as compared to the previous period. New solutions are being brought up and adopted without any delay at the committee meetings. The participants are fully empowered and can change the agenda of a meeting if need be; they make decisions on topical issues; take specific action in line with the decisions taken. The level of collaboration and trust among the partners has also increased. The Ministry of Labour is paying a greater attention to the views of the social partners who are feeling themselves as truly equal partners.

At the meeting on **July 28, 2016** Mr. Emin Sanginzoda, First Deputy Minister of Labour, Migration and Employment of the Republic of Tajikistan, greeted the NTCDW members and familiarized the participants with the mandate and responsibilities of the Committee. Mr. Sharipov Azizbek, Chairman of the Association of Employers of the Republic of Tajikistan and Ms Saidova Marhabo, Deputy Chairperson of the Federation of Independent Trade Unions of Tajikistan, expressed their gratitude to the ILO for the initiative to strengthen the role and level of involvement of social partners in the NTCDW. Mr. Sobir Aminov, ILO National Coordinator in the Republic of Tajikistan, presented the participants with the preliminary Plan of the meetings of the Committee, which was unanimously approved.



On 4 November 2016 the Ministry of Labour, Migration and Employment of Tajikistan hosted the second meeting of the National Tripartite Committee for Decent Work. In his opening speech Mr.

Emin Sanginzoda, First Deputy Minister of Labour, Migration and Employment, welcomed the Committee members and briefed them on the issues to be discussed at the meeting.

Mr. Sobir Aminov, ILO National Coordinator in Tajikistan, updated the Committee on the progress in the implementation of Tajikistan's Decent Work Country Programme (DWCP) for 2015-2017, followed by a discussion. While the Committee members commended satisfactory progress of DWCP implementation, they suggested focusing more on specific outcomes.

Mr. Artiom Sici, ILO Social Protection Officer in Tajikistan, outlined some of the upcoming steps towards an Assessment-Based National Dialogue on social protection.

The event proved to be an excellent opportunity to present the National Report on an Enabling Environment for Sustainable Enterprises (ESEE). The authors of the Report, the ILO, the Union of Employers and the Association of Small and Medium Business noted the progress made in this area during the last years and the key challenges that Tajikistan is facing. As noted by Mr. Azizbek Sharipov, Chairman of the Union of Employers, «the Report is a result of intensive cooperation between the ILO and the Employers' Organizations for the past year, with focus on research and analysis of key constraints for sustainable enterprises».

At the final session, the Committee was briefed on the key outcomes of the UNDAF for 2016-2020 in Tajikistan and highlighted their linkages with the SDGs, focusing on areas particularly relevant to the mandate of the National Tripartite Committee for Decent Work in Tajikistan.

On July 25, 2017 in Dushanbe, the Ministry of Labour, Migration and Employment of the Republic of Tajikistan (MLME of RT) hosted the 3rd meeting of the National Tripartite Committee on Decent Work, with the participation of senior MLME officials, the Association of Employers, National Association of Dehkan Farmers, Federation of Independent Trade Unions, Ministry of Health and Social Protection and ILO National Coordinator. Mr. Rustam Babajanov, consultant on the review of DWCP 2015-2017, was also invited. The agenda and discussions addressed the progress in the implementation of DWCP, report on the study tour to Moldova of the group of specialists of the MLME of RT and MHSP of RT, purpose and objectives of the review of the DWCP 2015-2017.



On 5 October 2017 the Ministry of Labour, Migration and Employment hosted the fourth meeting of the National Tripartite Committee for Decent Work in the Republic of Tajikistan. In his opening speech Mr. Emin Sanginzoda, First Deputy Minister of Labour, Migration and Employment, welcomed the Committee members, ILO Officials and newly elected 1-st Deputy Chairperson of FITUT, Ms. Nigora Nazarzoda, and briefed the participants on the issues to be discussed at the meeting.

Mr. Cezar Dragutan, ILO G20 Skills Project CTA, provided an overview of G20 Skills project objectives, countries to be covered and expected results to be achieved through the implementation of the project in Tajikistan. The presentation was followed by questions and answers.

Mr. Artiom Sici, ILO Officer on social protection in Tajikistan, briefed the participants on the activities in the area of social protection, particularly on the trainings on Maternity protection for specialists of workers and employer`s organizations, 2-ABNDs on Social Protection held in the country and the results of the study tour held to the Republic of Moldova to learn from the experience and best practices of Moldova in the sphere of social protection. He also mentioned the up-coming 3-rd ABND on Social Protection to be held in November 2017.

Mr. Rustam Babajanov, ILO consultant, presented the preliminary findings of the review of the DWCP 2015-2017 that resulted in a recommendation to extend the DWCP through 2020.

Tripartite partners shared their own experiences in spreading information about the DWCP 2015-2017 at the Government sessions, meetings with high-level authorities, and meetings with Deputies of the Parliament, other Institutions and public in general.

It should be noted that the meeting was also attended by additional representatives of tripartite partners nominated as members of the National Tripartite Steering Committee of the G20 Skills project. Therefore, a technical discussion with a presentation on main activities to be implemented within the framework of the Project was facilitated by Mr. Vladimir Gasskov, International Expert of the G20 Skills Project.



ANNEXES:

Annex 1. Terms of Reference: Interim Review of Decent Work Country Programme (DWCP) Tajikistan 2015-2017 (pending an extension through 2020⁸)

1) Introduction

The International Labour Organization (ILO) evaluation policy (2005)⁹ set out the Office's commitment to systematic use of internal and self-evaluation. The Decent Work Country Programme (DWCP) review is part of the process of the DWCP progress monitoring, reporting and evaluation. It is to be carried out with the participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its constituents to review their joint performance in delivering planned outputs and supporting the achievement of outcomes.

The ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (ILO DWT/CO Moscow) has prepared the Terms of Reference for the interim review of DWCP for Tajikistan in consultation with the Regional Office for EUROPE and in accordance with the guidelines of the Evaluation Office at the ILO headquarters in Geneva. The TOR will be submitted to tripartite constituents for discussion in order to refine the approach.

At the interim point of programme implementation, the review will be a means of providing feedback on how well the ILO and the tripartite partners have been performing under the DWCP, highlighting good practices, lessons learned, making recommendations on improving delivery and the next steps. Another use will be to improve the evaluability of future country programmes through close attention to the results matrices. The review will be coordinated by the ILO DWT/CO Moscow and conducted by a national consultant.

2) Background and Context

Decent Work Country Programme

Prior to the beginning of the ILO Programme and Budget cycle 2016-17 and further to the successful completion of the second DWCP (2011-2013), the ILO DWT/CO Moscow jointly with the constituents developed a third Decent Work Country Programme - initially for the period from 2015 through 2017. The DWCP was signed in June 2015.

In 2017 the ILO and the constituents decided to extend the programme through 2020 to allow more time to work on the agreed priorities and to align the DWCP timelines with the UNDAF 2016-2020 and National Development Strategy 2020.

The programme is focused on the following priorities identified for collaboration between the ILO and the tripartite constituents in the framework of the *Decent Work concept*, which refers to *policies promoting employment, which should be safe and secure, decently remunerated, ensure social*

⁸ Scheduled for November 2017

⁹ <http://www.ilo.org/eval/Evaluationpolicy/lang--en/index.htm>

protection of workers and their families, give voice to workers, and guarantee equal opportunities and treatment for all:

1. Strengthening capacities of tripartite constituents to address priority labour issues through social dialogue
2. Promoting decent employment opportunities for men and women including returning labour migrants
3. Improving working conditions and enhancing the coverage of social protection

DWCP Monitoring and Implementation Framework, including outcomes, outputs, indicators, was developed as an internal document, along with the Country Workplan. The implementation plan enables the Office to organise and monitor its work towards the achievement of a number of outcomes under three DWCP priorities, as follows:

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 (TJK803, TJK801, TJK802)

Outcome 1.2:

Strengthened capacities of tripartite constituents to reform wage systems and wage policies through social dialogue (TJK104)

Outcome 1.3:

Increased capacities of the government and social partners to implement the National Action Plan on the elimination of the worst forms of child labour (TJK102)

Outcome 1.4:

Formalization in selected sectors of informal economy promoted by constituents (TJK105)

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 (TJK128)

Outcome 2.2:

National LMI and analysis system improved (TJK103)

Outcome 2.3:

Decent employment opportunities for youth increased through skills development and entrepreneurial training (TJK128)

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 (TJK803)

Outcome 3.2:

Social security schemes improved through introduction of social protection floors (SPFs) (TJK151)

Outcome 3.3:

Protection of the labour rights of migrant workers is improved (TJK153)

Resource base and RBSA-supported country programme outcomes

The main resources for the implementation of the DWCP are being provided from the ILO Regular Budget, RBTC funding, development cooperation projects¹⁰ and cost-sharing by the national partners. In addition to the above, extra funds were allocated from the ILO Regular Budget Supplementary Account (RBSA) in 2014-2015 and 2016-2017¹¹ in order to support the work on the DWCP as per the following Country Programme Outcome (CPO) 2016 – 2018 (until May):

TJK151
Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202

DWCP Strategic Management arrangements

The National Tripartite Decent Work Committee (NTDWC) was established in July 2016 with an oversight function over the DWCP and the ILO's development cooperation in the country. The Committee is presently chaired by the Ministry of Labour, Migration and Employment of Population and is comprised of the representatives of the tripartite constituents' organizations. The ILO National Coordinator in Tajikistan is also a member. The committee is charged with the task of monitoring the implementation of the DWCP and providing strategic advice and oversight of the ILO projects operational in Tajikistan. It meets on a regular basis, not less than twice a year. The Committee also plays a leading role in disseminating information on DWCP among government ministries and departments, employers, workers, development cooperation partners and broader public.

3) Clients of the review

The main clients of the review are the specialists and management of the ILO DWT/CO Moscow, ILO country staff, including development cooperation projects, ILO Regional Office for EUROPE, technical departments at the Headquarters, UN agencies, donors, tripartite constituents, including the members of the National Tripartite DW Committee, and national implementing partners in Tajikistan.

4) Purpose

The main purpose of the review is improvement and learning. More specifically, it is to get feedback for improving programme delivery in view of possible extension of the programme, taking stock of the results to date and proposing adjustments in the approach and strategy if necessary. It is also to ensure internal and external accountability.

The review will provide:

- a summary of results and achievements per each of the outcomes

¹⁰ Currently, three development cooperation projects are operational in Tajikistan: From the Crisis towards Decent and Safe Jobs, Phases I and II, 2010-2018; Combating Child Labour in Central Asia. Commitment becomes Action, 2010-2018; Applying G20 Training Strategy, Phases I and II, 2013-2019.

¹¹ Valid until May 2018.

- an analysis of relative effectiveness under each outcome and areas for improvement
- good practice examples or success stories
- overall lessons learned
- feedback for the next stage of implementation, including possible recommendations on a) activities; b) strategies; c) design and implementation process, as relevant and appropriate.

The review results will feed into the decision-making by the ILO and the constituents regarding further DWCP implementation and planning. The findings will be used as a kind of a milestone in the life of the programme to see where we are in the implementation of outcomes, what progress has been achieved and what needs to be done over the extended period of the implementation of the programme.

5) Scope

The review will cover all activities carried out under the Decent Work Country Programme from June 2015 through the time of the review (tentatively, July 2017), including the RBSA-funded CPOs in 2015, 2016-2017, as part of a stocktaking exercise.

The review will focus on the progress made on tangible outcomes directly resulting from ILO contributions (a total of ten outcomes under three DWCP priorities).

6) Criteria and questions

Key criteria for the review are: 1) relevance of the interventions; 2) delivery of outputs; 3) use of outputs by partners; 4) progress made towards outcomes and sustainability of achievements; and 5) emerging opportunities or alternative ways of achieving results.

The review will seek answers to the following generic questions¹²:

- Are we doing the right things?
- Are we doing things in the right way? Are the stakeholders satisfied with the quality of the results?
- What was the level of commitment and engagement of constituents?
- How effective is the newly established National Tripartite DW Committee?
- Are there better ways of achieving the results?
- Are there any adjustments or refinements of the priorities needed?

7) Proposed Methodology

The review exercise is a participatory assessment of current practice. When conducting the review, in addition to the ILO Office, the tripartite constituents as well as other parties involved in the country programme and targeted for making use of the ILO's support will be asked to contribute and participate.

¹² The list of questions can be adjusted by the consultant in consultations with the ILO evaluation manager as relevant and appropriate.

The gender dimension should be considered as a cross-cutting concern throughout the methodology and analysis. Both women and men should be involved in consultations and the review process. Data should be disaggregated by sex to the extent possible. The analysis should be gender-responsive and assess the relevance and effectiveness of outcomes and strategies for both women and men.

An external consultant will be hired to conduct the review. The external consultant will conduct a desk review of documentation, interview key stakeholders and beneficiaries, conduct a few site visits if feasible and appropriate, analyse the data collected, draft the report, facilitate a presentation for the stakeholders or roundtable discussion of the main findings and prepare the final review report based on inputs received.

Specialists from the ILO DWT/CO Moscow will be asked to contribute to the exercise.

8) Roles and responsibilities

2. DWT/CO Moscow with the help of the National Coordinator should compile relevant documents:

- Activity/performance reports, mission reports, surveys, studies, research materials produced, minutes of NTDWC meetings, policy documents, ILO technical comments on national legislation and other documents as relevant and appropriate (per outcome)
- Other relevant background information, including DWCP Implementation and Monitoring plan, annual workplans, DC project level reports, reports of external consultants, evaluation reports, DWCP 2011-2013 review report, etc.
- Communication and media materials
- Information from the ILO Implementation Report 2016-2017
- UNDAF, national development strategies

All the above information for each outcome should be provided to the consultant/reviewer prior to the planned actual review period.

3. The consultant will observe the following workflow:

- Collect DWT/CO input
- Review documents
- Conduct stakeholder interviews
- Document findings, prepare the first draft report
- Finalise the report in English based on comments received on the draft
- Facilitate a presentation or discussion of main findings with the stakeholders (i.e., in conjunction with the DWCP extension meeting in Dushanbe)

4. The ILO National Coordinator in coordination with the DWT/CO should arrange a program of interviews for the consultant with the following (as appropriate):

- ILO staff in the country, including project staff
- Government (Ministry of Labour)
- Workers' organisation
- Employers' organisation
- Members of the National Tripartite DW Committee
- Other UN agencies

- Implementing partners and beneficiaries (e.g., people who have received training and/or benefitted from other activities)
5. The consultant in coordination with the National Coordinator will arrange a presentation for the stakeholders, in order to share the findings of the review (tentatively in August 2017, the timing to be determined later).

9) Outputs

- The review consultant should prepare a draft report and a presentation of main findings;
- Based on the feedback from ILO staff and constituents, the review consultant should summarize all the findings and conclusions in a final report (in English), including documented good practice cases;
- The final report should provide summary findings for each DWCP outcome based on document reviews and ILO and partners' comments. Each outcome should be scored against key performance categories, using the six-point scoring matrix (see template in Annex to the TOR, Table 1. Scoring template for summarizing outcome-level findings of the review);
- A final section of the report should highlight overall conclusions and recommendations and recap major issues to be addressed;
- The final report should be shared with the ILO staff, tripartite constituents, National Tripartite DW Committee members and partners, who can react to the findings and issues raised, and plan next steps to address these.

10) Qualifications requirements for the external consultant

The external consultant should possess the following qualifications:

- university degree in economics or social sciences
- understanding of the ILO's values, tripartite foundations and Decent Work approach
- research, interviewing and report writing skills
- knowledge of the country/region
- fluency in English and Russian
- knowledge of Tajik language would be an advantage
- ability to analyse and synthesise considerable amounts of information and to draw out the most important issues and points is essential

11) Provisional work plan and schedule

Task	Time frame	Responsible Unit/ person	Consultations
1. Draft TOR prepared	April 2017	DWT/CO evaluation manager	DWT/CO management, Programme Officer, ILO National Coordinator in Tajikistan
2. Internal and external	April 2017	DWT/CO, ILO	RO EUROPE;

Task	Time frame	Responsible Unit/ person	Consultations
consultations to finalize terms of reference		National Coordinator in Tajikistan	constituents
3. Identification of external consultant	May - June 2017	DWT/CO	RO EUROPE; ILO National Coordinator in Tajikistan
4. Preparation of background documents, materials, reports and studies by outcomes	June 2017	DWT/CO team, technical specialists, National Coordinator, TC projects CTAs	
5. Meetings scheduled for the reviewer to get inputs from national stakeholders (government, workers and employers' organization, UN agencies etc.)	July 2017	National Coordinator; DWT/CO	Constituents
6. Documents reviewed	July 2017 [5 work days]	Consultant	
7. Interviews with stakeholders and possibly site visits (to be decided)	July 2017 [7 work days]	Consultant	ILO National Coordinator in Tajikistan; DWT/CO; national tripartite constituents, partners, UN agencies
8. Draft report	July 2017 [7 work days]	Consultant	ILO National Coordinator in Tajikistan; DWT/CO
9. Circulation of the draft report for comments: ILO staff, constituents and other stakeholders	July - August 2017 [two weeks] <i>Deadline to be determined</i>	DWT/CO; Evaluation Manager; National Coordinator	All the stakeholders

Task	Time frame	Responsible Unit/ person	Consultations
10. Finalization of the report based on comments	[3 work days] <i>Upon receipt of consolidated comments from the ILO evaluation manager</i>	Consultant	DWT/CO
11. Outline of key findings (in Russian)	[2 work days] <i>To be determined</i>	Consultant	
12. Roundtable presentation of key finding to the constituents	[1 work day] <i>To be determined</i>	Consultant	National Coordinator; DWT/CO; tripartite constituents
Total number of work days	25 work days in total	Consultant	

Annex A. Good Practice guidelines

Suggested guidelines for identification and documentation of good practices

The aim of documenting good practice is to share and learn from joint experiences by identifying which approaches work best and why.

1. What is good practice?

Good practice is a means of systematically building on effective approaches by examining experiences and processes that work, understanding why they work and under which circumstances/national context, and extracting lessons from them that could be applied by others working on similar issues elsewhere.

Of particular interest are new/innovative approaches to well recognized problems that are often hard to overcome. More specifically:

- Good practice can be a practice at any level ranging from broad legislative frameworks/norms or policies; organization/enterprise level action; or practices involving the informal sector.

- Examples of good practice must have actually been tried and shown to work, as distinct from being potentially good ideas that have not been tested.
 - Good practice can represent work in progress that has provided positive preliminary findings.
 - The overriding criteria in selecting a good practice should be its potential usefulness to others in stimulating new ideas or providing guidance on how to be more effective.
2. Some general criteria to consider when determining whether a practice is ‘good’
- Innovative or creative: What is special about the practice that makes it of potential interest to others? Does it offer a new way to approach an old problem?
 - Process works: Is the practice a good example of how programme process does work? How common difficulties were overcome and results achieved?
 - Effectiveness/impact: What evidence is there that the practice has actually made a difference? Can the impact of the practice be documented in some way; through a formal programme evaluation, impact assessment data, or something else quantifiable?
 - Replicability: Is this a practice that could be replicated in some way in other situations or settings? Note that a practice doesn’t have to be copied exactly to be useful to others.
 - Sustainability: Is the practice likely to continue in some way and to be effective over the medium to long term? Is it sustainable in terms of structure, capacity and funding and able to carry on without outside support?
 - Participatory and relevant: Has the practice taken a consensus-building and participatory approach, did it involve the social partners? Is it in accordance with ILO’s values and standards? Is it appropriate to the workplace situation, country and culture?
 - Efficiency and implementation: Were resources (human, financial and others) used in a way to maximize impact? Is the practice affordable and did it add value?
3. How to prepare a case study of good practice?

The case studies should be short (no more than 3-5 pages), and structured to include a mix of factual information/context with quotes and anecdotes to illustrate key points and give a ‘human face’ to the study.

Guidelines for structure

- An introductory section which sets the scene for the good practice. This should include:
 - Title
 - Introduction - Give some background information on the country, some general facts/statistics.
- Explain when, how and why the good practice was initiated. Was there a particular problem that had to be overcome? What was it? Where did the initiative for intervention come from and why? It is particularly important to illustrate where the programme was starting from in order to effectively show what was later achieved.

- c) Give an in-depth description of the practice – why was it initiated, purpose, objective(s), key components (how does it work), key players.
- d) Achievements/accomplishments – what makes this practice ‘good,’ what difference does it make?
- e) If available, findings of baseline and follow up surveys showing the effect of the practice.
- f) Lessons learned:
 - a. Key features/factors that contributed to the success/effectiveness of the practice.
 - b. Necessary conditions for its effective implementation.
 - c. Pitfalls to avoid.
 - d. Obstacles faced and how they were overcome.
 - e. Adaptations introduced and why.
 - f. Recommendations for replication of the good practice.

Annex B. Scoring Categories and Template

Based on the research done and feedback obtained from ILO staff and partners, the review consultant could summarize outcome-level findings using the template (see table below) based on the following scoring categories:

1	2	3	4	5	6
Highly unsatisfactory	Unsatisfactory	Somewhat unsatisfactory	Somewhat satisfactory	Satisfactory	Highly satisfactory

Annex 2. Basic Questionnaire for Interviews with the Constituents

1. General questions

How has your organization been involved into the implementation of the DWCP?

Are the priorities and outcomes of the DWCP relevant?

Is the DWCP contributing to the stated objectives (priorities)?

Are you aware of any other similar programs being implemented by other international organizations?
Are you involved with such programs?

2. Specific questions on past performance

Is the DWCP framework adequate to country realities?

Are the events, activities relevant to the stated outcomes/objectives?

Are you using the information, analytical materials, technical expertise, guidelines and other outputs of the DWCP?

Was your organization properly involved, consulted and informed about the program?

What are the strengths and weaknesses of the programme?

Are there any issues/challenges related to programme implementation?

What kind of challenges has your organization met in the implementation of the programme?

Are you getting enough information on international and regional experiences, modern approaches and best practices? Are they applicable to country conditions?

3. Specific questions on effectiveness and future impact

Is the programme likely to produce tangible results?

Is it likely that the objectives of the programme will be achieved?

How would you assess the effectiveness of the programme?

Is the programme successful? Is it being implemented as planned?

4. Questions about possible changes

Are there any particular areas of focus for further implementation?

Do you have any suggestions for improvement of activities or the programme as a whole?

Annex 3. List of Results of the Country Program (Results of the Country Program / Results of the Country Program in the implementation)

Target Country Program Results:

TJK151 - Strengthening the capacity of tripartite partners to regulate social security in accordance with international labour standards (ILS), with special attention to compliance with Convention No. 102 (C102) and Recommendation 202 (R202)

TJK106 - Tripartite partners develop and implement relevant and demand-driven enterprise development policies, including incentive environmental reforms, and direct enterprise support

TJK105 - Opportunities for tripartite partners to promote formalization of employment in selected sectors of the informal economy

TJK803 - Strengthened capacity of ILO tripartite partners and improved delivery of services through social dialogue and policy advocacy

TJK102 - Strengthening the potential of joint actions of the Government and social partners in the implementation of the National Plan for the Elimination of the Worst Forms of Child Labour

TJK802 - Trade unions have strengthened their institutional capacity to be strong, independent and representative

TJK103 - Improved national labour market information system (LMIS) and analysis system

Results of the Country Program in implementation:

TJK128 - Increasing opportunities for decent youth employment through skills development and better employment services

TJK153 - Strengthening the protection of migrant workers' rights

Annex 4: Lists:

1. Members of the National Tripartite Committee on Decent Work
2. Persons recommended by the ILO National Coordinator in Tajikistan Mr. Sobir Aminov for the interview
3. The list of persons to whom the questionnaires were distributed and with whom the interviews were conducted:

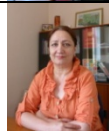
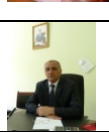

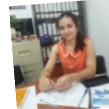

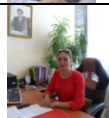
1. List of Members of the National Tripartite Committee on Decent Work



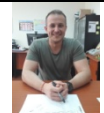



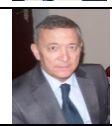

№	FULL NAME	Position / Organization	Contacts
1.	Mr. Sanginzoda Emin Numon	1st Deputy Minister of LMEP of RT	esanginov@mail.ru
2.	Mr. Radjabov Rajabali	Head of the Labour Relations and Living Standards of the MLMEP of RT	rajabali_63@mail.ru
3.	Ms. Habibova Firuza	Head of the Department of Labour Relations and Living Standards of the MLMEP of RT	firuza240667@mail.ru
4.	Mr. Sharipov Muhammadsho	Head of the sector of state examination of working conditions of the State Service for Labour, Migration and Employment Surveillance of RT	mukhammadsho@list.ru
5.	Mr. Sharipov Azizbek	Chairman of the Association of Employers of RT	union_employers@mail.ru
6.	Mr. Akramov Ayembek	Chairman of the National Association of Dehkan-Farms of RT	union_farm@mail.ru
7.	Ms. Uljabaeva Matlyuba	Chairperson of the National Association of Small and Medium Business of RT	matluba54@gmail.com
8.	Ms. Saidova Marhabo	Deputy Chairperson of the Federation of Independent Trade Unions of RT	Ittifoki-kasaba.tj@mail.ru ((for the review period - she retired))
9.	Mr. Kurbanov Akobir	Head of Labour Protection Department of the Federation of Independent Trade Unions of RT	h-mehnat@mail.ru Ittifoki-kasaba.tj@mail.ru
10.	Mr. Valiev Begidjon	Chief Specialist of the Social and Economic Department of the Federation of Independent Trade Unions of RT	Ittifoki-kasaba.tj@mail.ru (for the review period - moved to another job)
11.	Mr. Kurbonzoda Kudratullo	Head of the Department of Social Protection of Population of MHSPP of RT	kfarhangy@mail.ru

2. List of persons recommended by the ILO National Coordinator in Tajikistan Mr. Sobir Aminov for interview:

1. Sanginzoda Emin Numon - 1st Deputy Minister of LMEP of RT
2. Firuza Tursunova - ILO Project Assistant for Decent Work: 939899998
3. Kurbanov Niyozbek - Deputy Director of the Employment and Labour Agency of MLMEP of RT: 934466645
4. Mehrobsho Amirbekov - Head of the Department for Support of Entrepreneurship of the unemployed citizens of MLMEP of RT
5. Rakhimov Aslam - Director of the Center for Adult Education of RT: 900003222 (or Faromuzov Alisher - 935054123)
6. Kudratullo Kurbonzoda - Head of Social Protection Department of MHSP of RT: 904545455;
7. Muzaffarov Khimatsho - Head of Labour Market Department of MLMEP of RT: 2360301 or 2360103;
8. Mutieva Saodat - Director of the Scientific Research Institute of Labour, Migration and Employment: 907986913;
9. Fayzizoda Ismoil - Deputy Chairman of the Federation of Independent Trade Unions of RT: 935146949, 2232325;
10. Sharipov Azizbek - Chairman of the Association of Employers of RT: 907706062;

3. The list of persons to whom the questionnaires were distributed and with whom the questioning and interviews were conducted:

№ №	FULL NAME	Organization	Position	Questio ning	Inter- views	Photo
1.	Mr. Emin Numon Sanginzoda	MLMEP of RT	1st Deputy Minister	+	+	
2.	Mr. Sobir Aminov	ILO	National Coordinator in Tajikistan	+	+	
3.	Ms. Firuza Tursunova	ILO	Project Assistant for Decent Work	+	+	
4.	Mr. Radjabov Rajabali	MLMEP of RT	Head of the Department of Labour Relations and Living Standards	+	+	
5.	Ms. Habibova Firuza	MLMEP of RT	Deputy of Head of the Department of Labour Relations and Living Standards	+	+	
6.	Mr. Kurbanov Niyozbek	MLMEP of RT	Deputy Director of the Employment and Labour Agency	+	+	
7.	Mr. Sharipov Muhammads ho	MLMEP of RT	Head of the sector of state examination of working conditions of the State Service for Labour, Migration and Employment Surveillance of RT	+	+	Interview by telephone
8.	Mr Aslam Rakhimov	Center for Adult Education of RT	Director	+	+	
9.	Ms. Tahmina Davlatmirova	Center for Adult Education of RT	Head of the sector on monitoring of child labour	+	+	
10.	Mr. Alisher Faromuzov	NGO «Center for Adult Education»	Director	+	+	
11.	Mr. Kudratullo Kurbonzoda	MHSPP of RT	Head of the Department of Social Protection of Population	+	+	
12.	Mr. Khimatsho Muzaffarov	MLMEP of RT	Head of Labour Market Department	+	+	
13.	Ms. Saodat Mutieva	Scientific Research Institute of Labour, Migration and	Director	+	+	

		Employment				
14.	Mr. Ismoil Fayzizoda	Federation of Independent Trade Unions of RT	Deputy Chairman	Focus group - Faizizoda I., Kurbonov A., Yunusov D., Rizoev M.		
15.	Mr. Sharipov Azizbek	Association of Employers of RT	Chairman	+	+	
16.	Mr. Sych Artem	ILO	International Consultant for Social Protection	+	+	
17.	Mr. Kulov Abduvali	Agency for Statistics under the President of RT	Head of Department for Demography, Employment and Social Statistics	+	+	
18.	Mr. Lutfullo Saidmurodov	Institute of Economics and Demography of the Academy of Sciences of RT	Director	+	+	
19.	Mr. Zoirjon Sharipov	World Food Program	Assistant of Permanent Representative	+	+	
20.	Mr. Anvar Alimov	NGO "Center for Innovative Development"	Director	+	+	
21.	Mr. Rustam Aminjanov	Analytical Center "NAVO"	Director	+	+	

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