



International
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REPORT

FINAL INTERNAL EVALUATION OF RBSA-FUNDED PROJECT ON SOCIAL SECURITY IN TAJIKISTAN 2016-2018

Increased capacities of constituents in governing social security in line with International Labour Standards, with particular focus on Convention No. 102 and Recommendation no. 202 (TJK/16/01/RBSA)

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FINAL INTERNAL EVALUATION OF RBSA-FUNDED PROJECT ON SOCIAL SECURITY IN TAJIKISTAN 2016-2018

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The author's views expressed in this report do not necessarily reflect the views of the International Labour Organization

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LIST OF ACRONYMS

ABND	Assessment Based National Dialogue
EU RT	Employers Union 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
MLMEP RT	Ministry of Labour, Migration and Employment of the RT
MHSPP RT	Ministry of Health and Social Protection of Population of the RT
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
UNICEF	United Nations Children's Emergency Fund
WB	World Bank

1. EXECUTIVE SUMMARY

The report presents the results of the final internal evaluation commissioned by ILO Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia to assess the Regular Budget Supplementary Account (RBSA)-funded project on social security in Tajikistan 2016-2018 called “Increased capacities of constituents in governing social security in line with international labour standards (ILS), with particular focus on Convention No.102 and Recommendation No.202.

Project background

The main feature of the RBSA-funded project “Increased capacities of constituents in governing social security in line with ILS, with particular focus on Convention No.102 and Recommendation No. 202” (TJK/16/01/RBSA), is the Social Protection Assessment Based National Dialogue (ABND) that was launched in 2016, while the activities started in early February 2017. The initiative was focused on assessing the policy gaps and obstacles for implementing social protection schemes through national dialogue, with participation of multi-stakeholders, such as the government, social partners, civil society, the UN agencies, donor community and academia. The ABND has been used as a driving force to enhance participatory multi-stakeholder national dialogue to determine the main national priorities on social protection with mid/long-term perspectives.

The project interventions were focused on the delivery of two results: a) Social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection improved (May 2016 – May 2018), and b) Knowledge base and analytical capacity of tripartite constituents enhanced (May 2016 – May 2018). It should be noted that the first official meeting was organized in late December 2016, while the first ABND was launched in February 2017.

A Social Protection Officer (P2) based in Dushanbe/Tajikistan has been technically and administratively in charge of the implementation of the project activities. In addition, the project has been administratively backstopped by the ILO DWT and Country Office for Eastern Europe and Central Asia, based in Moscow.

Evaluation background

The purpose of the internal evaluation is to develop organizational learning in order to inform the next steps and improve further programming through the assessment of the work done. The evaluation covers the project as a whole, 2016-2018. The main clients of the evaluation are the ILO management, technical specialists and programming staff in elaboration of new initiatives in the area of social protection and tripartite constituents in Tajikistan and other countries of the sub-region. It is expected that the current study will help to determine what the ILO should be doing in Tajikistan and other countries of the sub region prior to conceptualizing future interventions and while engaging into the design of the new DWCP.

Evaluation methodology

The evaluation was conducted in the period of April-May 2018 by an external consultant and the presented findings are based on the analysis of secondary and primary data collected over the course of the study. The study was carried out based on the evaluation framework (see Annex 1) developed during the inception phase. The primary data were mainly collected through key informant interviews with key stakeholders and textual information organized, summarized and analyzed using Framework Approach. Triangulation principle was applied to ensure a greater validity of findings.

Key Findings

Relevance: *The project was found highly relevant to the national development priorities and contributed to the ongoing policy debates and reforms in the area of social protection. The project interventions, in particular ABND is a great asset that could be instrumental for further policy advocacy and policy making efforts in the area of social protection in Tajikistan. All study participants stated that the project requires continuation. In fact, the project has managed to bring together various counterparts and joint their efforts to create a shared vision for the expansion of social protection floors in the country, however to introduce and implement such changes, there is a need for follow up interventions and technical expertise to develop a feasible detailed implementation plan to realize the vision.*

Effectiveness: *Overall, the project delivered high quality outputs and gained significant results in a relatively short period of time. High level of ownership by local partners was found as one of the key factors of success. At the same time, it can be stated that institutional capacity of ILO and professionalism of its staff engaged into the Project, synergy and cooperation with other ILO initiatives in the region have played an important role in delivery of high results. . On the other hand, the project goal, objectives and results could be better formulated as the current statement of Result one sounds more like a long term goal rather than a result that can be expected at the end of the project. The project covered with trainings and various capacity building activities more than 200 persons from various fields (40% women and produced a high quality report with well-formulated recommendations for the expansion of social protection floors in the country.*

Efficiency: *According to the project documents, it is a two year initiative with the total budget of \$463,820.00 (TJK151). The project was approved for June 2016 to end of May 2018. The project field activities started from February 2017, such delay has been mainly associated with restructuring of the Ministry of Labour and Social Protection¹. The Project reports suggest that starting from February 2017, the project activities have been implemented in intensive and efficient manner. Most of the activities have been implemented in 2017 (approximately 90% of the total budget). According to interviews, the project budget was adequate for delivery of results. It has been also found that presence of the international staff in the country was programmatically justified, as it has significant impact on timely and effective implementation of the project. As stated in previous section, most of the study participants have highly valued contribution of Project*

¹As a result of administrative reforms in 2013, the responsibilities over social assistance was transferred from the former Ministry of Labour and Social Protection of the Population of the RT – the main partner of ILO, to new Ministry of Health and Social Protection of the Population of the RT

Coordinator to all aspects of the project. Overall, the project was planned effectively, resource allocation was adequate and justified, project activities, despite some delay at the beginning, have been implemented fully as planned.

Sustainability and impact: *Sustainability of the capacity building component remains promising. Based on the observations made, it can be stated that most of the study participants have a greater understanding of social protection floors, equipped with necessary knowledge and skills to carry out assessments and participatory policy analysis and policy formulation activities. It has been found that engaged actors into ABND have actually been using some tips and models gained from study tours and trainings in their routine work. On the other hand, the outcomes of the capacity building component will be diminishing over time and hardly expanded among other actors. The capacity building component has focused on individual members of various agencies, which is justified for delivery of short term outcomes, but for long run, the project made limited investment in institutional set ups to further carry out capacity building interventions. It should be mentioned that the range of international actors working in the area of social protection has reduced in Tajikistan. UNDP and EC have completed their projects and there is no indications of further programming for the nearest future. The World Bank supported piloting and expansion of the Targeted Social Assistance (TSA) scheme in Tajikistan, but going to phase out this year too. Apart of the ILO, the only agency that advocates for social protection floors at national level is UNICEF. Therefore, it is important to further expand ILO's engagement in this sector, as most of the study participant highlighted that further advocacy and technical support by ILO is needed. Overall, it can be stated that despite some concerns, still the project results remain sustainable. Commitment of counterparts to further advocate and incorporate the ABND recommendations into the Draft Strategy for Social Protection is critical.*

Mainstreaming gender equality and non-discrimination: *Gender issues has been effectively incorporated into the project activities. To the extent possible, the project tried to keep gender balance among the trainings and other events participants, so around 40% of participants of all events were women. It should be noted that in some agencies and areas, there are very few female workers engaged, like among labor inspectors few women can be found. From programmatic perspective, according to study participants, the Project has never ignored gender equality issues and put efforts to enhance knowledge of participants in this area. Hence, issues related to maternity protection are among the key priorities selected.*

Lessons learned and good practices:

The following lessons learned and good practices were identified: Presence of Social Protection Officer was justified and ensured delivery of high quality results; Created platform for national dialogue was very productive and can play further role for the expansion of social protection floors in Tajikistan; Selection of the locations for study tour was very well thought through, some agencies are still in touch with Moldavian colleagues for further consultations. Partnership with the Ministry of Health and Social Protection is not traditional one for ILO, but appears to be justified and promising. Synergy and cooperation with the Decent and Safe Jobs Project were found strong and productive. Taking into consideration that countries in CIS region (in particular

Central Asia) share, to some extent, a similar socio-economic and institutional contexts, the learnings and experience gained from ABND process in Tajikistan can potentially serve as a good practice to further promote and expand social protection floors in the region.

Key recommendations:

The recommendations below are summarized based on the interviews and consultations conducted and complemented by the professional view of the author.

1. Capacity building of constituents and partners on SPF is very important, it is recommended to consider measures that ensure capacity development of workforce via formal professional development courses for labour inspectors, staff of social protection units at central and local levels, as well as orientation trainings for the staff of Employers' Union (EU) RT and Federation of Independent Trade Unions of the Republic of Tajikistan (FITU RT);
2. As part of the situation analysis, ensure that experts' opinion is further complemented by information generated from administrative and secondary data;
3. Further build on the developed platform for consultations and support the constituents in the implementations of the recommendations developed;
4. Support constituents in the development of an action plan for the realization of the recommendations developed;
5. Support constituents in policy advocacy in social protection sector;
6. Continue dialogue with counterparts working on the National Social Protection Strategy to further align and harmonize the ABND recommendations with the strategy;
7. Partnership with the Ministry of Health and Social Protection of Population is critical to enhance policy advocacy efforts for the expansion of social protection floors, it is also recommended to support analytical unit of the Ministry through capacity building activities;
8. Contribute to analytical capacity of the Department of social protection under the Ministry of Health starting from central level to further promote and operationalize evidence based policy making
9. Develop SMART objectives, verifiable indicators and M&E framework for such projects in the future;
10. Introduce practice of pre/post training evaluations.
11. Maximize the impact of the programme by linking the Project with other ILO interventions at local and regional level, utilize the good practices of synergy and cooperation with the Decent and Safe Jobs Project.
12. To further utilize the opportunities under the Decent and Safe Jobs project to sustain and expand the outcomes of the Project in Tajikistan and seek for other internal and external resources to expand the experience across the region.

2. INTRODUCTION

2.1. PROJECT BACKGROUND INFORMATION

The ILO cooperation with Tajikistan over the past decade has been framed in three DWCPs (2007-2010; 2011-2013; 2015-2017) and a new DWCP for 2018-2022 is presently under discussion with the tripartite constituents.

The priorities of the DWCP 2015-2017 are: 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 and 3) Improving working conditions and enhancing the coverage of social protection.

Alignment with global and local development agenda

The DWCP 2015-2017 corresponds with 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. It also contributed to the achievement of the goals of the National Development Strategy of the Republic of Tajikistan until 2015, developed 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.

DWCP governance mechanism

In terms of the governance of the DWCP, a National Tripartite Committee for Decent Work (NTCDW) was created in 2016 within the ILO pilot exercise on increased constituents' involvement in the oversight of ILO's cooperation on advancing the DW agenda. The Committee is being chaired by the Deputy Minister of Labour, Migration and Employment of Population of Tajikistan. The Committee has an additional oversight function over development cooperation (technical assistance) projects. It has become a good platform for strengthening social dialogue and promoting Decent Work principles in the country.

The project

Through RBSA-funded project "Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202" (TJK/16/01/RBSA), the Social Protection Assessment Based National Dialogue (ABND) was launched in February 2017, focusing on assessing the policy gaps and obstacles for implementing social protection schemes through national dialogue, with participation of multi-stakeholders, such as the government, social partners, civil society, the UN agencies, donor community and academia. The ABND was used as

a driving force to enhance participatory multi-stakeholder national dialogue to determine the main national priorities on social protection with mid/long-term perspectives.

The above-mentioned ILO's work was directly linked to ILO P&B Outcome 3: Creating and extending social protection floors².

Below are the targeted results of the project:

Result 1:

Social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection improved (May 2016 – May 2018).

Result 2:

Knowledge base and analytical capacity of tripartite constituents enhanced (May 2016 – May 2018).

Beneficiaries

The Direct beneficiaries (recipients) of the project are the Ministry of Health and Social Protection of Population of Tajikistan, Federation of Independent Trade Unions, Employers Union, Agency of Social Insurance and Pensions.

The ultimate beneficiaries of the project are current and future beneficiaries of social protection benefits, working men and women in formal and informal economy.

Project management arrangements

A Social Protection Officer based in Dushanbe/Tajikistan has been technically and administratively in charge of the implementation of the project activities. The project has been administratively backstopped by the ILO DWT and Country Office for Eastern Europe and Central Asia, based in Moscow.

The Decent and Safe Jobs project provided administrative support to the project with the help of its staff (project assistant) based in Moscow. It also provided some additional financial resources to the project, when necessary and appropriate, on a cost-sharing basis.

Project Partnerships

ILO tripartite constituents are the core and the most important partners for the entire process of Social Protection ABND. The Ministry of Health and Social Protection of Population led the

² Indicator 3.1: Number of member States that have adopted new or improved national social protection strategies, policies or legal frameworks to extend coverage or enhance benefit adequacy

Indicator 3.2: Number of member States that have improved their institutional policies or regulatory frameworks to strengthen governance, financial management or sustainability for the delivery of social protection

ABND process. In addition, SP-ABND involved multi-stakeholders interested in participating in SP-ABND, such as the Ministries of Finance, Economy, Education, National Statistic Office and Agency of Social Insurance and Pension, the UN agencies (UNRC, UNDP, UNICEF, UNHCR, UNWOMEN, IOM, WFP), international financial institutions, EU delegation, donor community, researchers and civil society (international NGOs).

In Tajikistan, there is an inter-agency body called “Development Coordination Council (DCC)” with the participation of the UN agencies, international financial institutions, EU and donors. There is also the National Tripartite Committee for Decent Work (NTCDW) with participation of tripartite constituents (Ministry of Labour, Migration and Employment of Population, Federation of Independent Trade Unions, Employers Union), Ministry of Health and Social Protection of the Population, other government agencies and ILO. The NTCDW aims to coordinate and plan the activities between national tripartite constituents and ILO.

The DCC has social protection component and it was established for the purposes of coordinating the social protection activities by the different organizations/agencies/institutions. The process of SP-ABND has been well coordinated within the DCC/Social Protection Working Group and with the NTCDW as well.

2.2. SCOPE AND PURPOSE OF THE EVALUATION

The scope of the evaluation was the RBSA-funded project “Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202” as a whole, 2016-2018.

The purpose of the present evaluation is organizational learning in order to inform the next steps and improve further programming through the assessment of the work done. It would help determine what the ILO should be doing in Tajikistan and other countries of the sub region prior to conceptualizing future interventions and while engaging into the design of the new DWCP.

The main *clients* of the evaluation will be ILO management, technical specialists and programming staff in elaboration of new initiatives in the area of social protection and tripartite constituents in Tajikistan.

2.3. METHODOLOGY

The evaluation applied the main OECD/DAC evaluation *criteria* of relevance, effectiveness, efficiency, sustainability and impact potential.

The evaluation was conducted in the period of April-May 2018 by a national consultant and the presented findings are based on the analysis of secondary and primary data collected over the course of the study.

The study had non-experimental, descriptive design and applied qualitative methods. Qualitative data were collected through key informant interviews with key stakeholders, including the representatives of tripartite constituents, representatives of international agencies, ILO staff and individual experts. It should be noted that unlike in other traditional ILO projects, this initiative has been implemented in partnership with the Ministry of Health and Social Protection of Population, so the study has conducted interviews with the Ministry staff as well. In total, 14 interviews were conducted (10 men and 4 women) with the representatives of the MLSPP (2), MOLEM (2), Ministry of Finance (1), Employers Union (1), FITU (1), UN Agencies (2), SCO (1), ILO (4) (See Annex III. List of study participants).

A non-probability, maximum variation sampling design method was found appropriate for this study. This method allows, with a lower number of study participants representing various groups, ensure a stronger validity of findings. Further, the study applied triangulation principle and collected information from various sources, which has contributed to validity of findings as well.

The study has also assessed data from available project reports and other documents provided by the ILO staff and from other official sources.

Finally, the study has benefited from direct observations made during the Fourth round-table of the Assessment Based National Dialogue conducted on May 22nd in Dushanbe City.

Norms and standards

The evaluation of the project was conducted in accordance with ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC criteria for evaluating development assistance, as well as with the ILO Procedures for the use of the Regular Budget Supplementary Account (RBSA) stipulating that RBSA-funded outcomes are being subject to evaluation procedures in order to examine the results achieved with RBSA resources and their contribution to broader ILO and UN programming and country cooperation frameworks, including Decent Work Country Programmes (DWCPs) and UNDAFs.

In accordance with ILO Evaluation Office Guidance note 4: “Considering gender in the monitoring and evaluation of projects” the gender dimension was considered as a crosscutting concern throughout the methodology, deliverables and final report of the evaluation. It involved both men and women in the consultations.

2.4. EVALUATION LIMITATIONS AND CHALLENGE

The non-probability sampling techniques are usually associated with a weaker external validity of findings (sample is not representative to entire population). In response, the study applied triangulation principle and data were verified from different sources.

The consultant faced with some difficulties in arranging meetings with some key informants due to their tight schedule, so the meetings were rescheduled for a number of times.

There was a lack of Logical/Result Framework or a Theory of Change or a set of indicators and target that would help to quantify delivery of results³.

3. FINDINGS

3.1. RELEVANCE

Based on the conducted interviews and analysis of available information, it can be stated that the RBSA project interventions were highly consistent with the needs of constituents and remained as the first initiative in the country that brought together, in a structured and systematic way, various stakeholders to assess the social protection system against the SPFs and formulate adequate measures in response to the identified gaps. It should be noted that the social protection systems in Tajikistan is characterized as fragmented, ineffective and underfinanced, while the capacity of workforce in all levels were found poor (UNICEF, 2015). The relevance of the interventions and the priorities were supported by various stakeholders engaged in interviews too. As stated by interview participants:

“I think, such dialogue that engaged all stakeholders in social protection sector has never been conducted in Tajikistan before...”

KII Participants/non-state actor

“It was very interesting and useful to visit other country to see and learn their practices and policies in various fields of social protection sector. We got a lot of guides and tools from the study tours attended and actually using them in our work...”

KII Participant/State actor

Despite the fact that the project interventions have not resulted in changes in policy environment of social protection yet, the project has contributed to the changes in practices and policies of individual constituencies engaged in the process. The study showed that among others, the Ministry of Labour, Migration and Employment of Population, Ministry of Health and Social Protection of Population of the RT and the Federation of Independent Trade Unions put efforts to reflect the SPFs in the policy documents that the above mentioned institutions are currently developing⁴. The study participants have specifically noted that the seminars and trainings conducted over the course of the project have increased their knowledge and skills in general about the SPFs and specifically in the areas of medical insurance, maternity protection and budgeting.

³ It should be noted that according to ILO internal procedures, for projects funded through RBSA, development of Logframes is not required.

⁴ The MLMEP RT has endorsed a new Agreement with FITU RT (Decree of the GT#77 as of 01.03.2018). FITU RT currently works on organizational strategy, where SPFs have been reflected as appropriate

Furthermore, the representatives of tripartite constituents stated about their commitment to further promote SFPs to the extent possible and based on the knowledge they have.

All study participants stated that the project requires continuation in order to implement the achieved results. In fact, the project managed to bring together various counterparts and joint their efforts to create a shared vision for the expansion of social protection floors in the country, however to introduce and implement such changes, there is a need for follow up interventions and technical expertise to develop a detailed and feasible implementation plan.

The study observations suggest that the created platform and collaboration framework is a great asset that could be instrumental for further policy advocacy and policy making efforts in the area of social protection in Tajikistan.

The literature review showed that the project priorities were consistent with the global and local development agenda, aligned with the United Nations Development Assistance Framework (UNDAF 2016-2020) and 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 norm. They were contributive to the long and mid-term development priorities of the country described in the National Development Strategy of the Republic of Tajikistan for the Period till 2030 and Mid-Term Development Programme for 2016-2020. It is specifically contributive to Priority 4.3. Social Welfare of the NDS-2030. The project has directly contributed to SDG Target 1.3 on implementing nationally appropriate social protection systems and measures for all and Target 3.8 on achieving universal health coverage.

According to the staff of the Ministry of Health and Social Protection of the Population of the RT and other counterparts engaged in the process of development of the National Strategy for Reforming Social Protection System in Tajikistan till 2025, which is endorsed for approval to the Government of Tajikistan (GT) and expected to be approved this year, the priorities that emerged through the ABND and the Strategy priorities and activities are highly consistent and complementary. The study reviewed the final draft of the Strategy and found that the ABND in fact is part of the implementation plan of the Strategy, while long term policy outcomes of the Strategy stress the alignment with the Social Protection Floors Recommendation 2012 (No.202).

At the same time, there are some individual concerns raised by study participants/respondents about the ABND approach, stating that it is “great for mobilizing and consolidating efforts of stakeholders and creating a productive dialogue around social protection issues”, but the issues and gaps identified could be further supported by information generated from administrative, primary and secondary data. On the other hand, the observations made during the study suggest that despite the fact the ABND instrument does not include primary data collection and relies on available/official data and expert opinion, the reliability and validity of findings and recommendations were ensured through triangulation procedures, where the issues and the policy options were discussed by various groups and experts during the consultation process and engaged a broad range of stakeholders.

Overall, it can be stated that the project interventions are highly consistent with the needs of the constituents and the context of the country.

3.2. EFFECTIVENESS

According to the project documents, it was intended to provide technical support and increase the capacity of constituents in governing social security in line with ILS, with a particular focus on C102 and R202. Two major results were identified for the project:

Result 1:

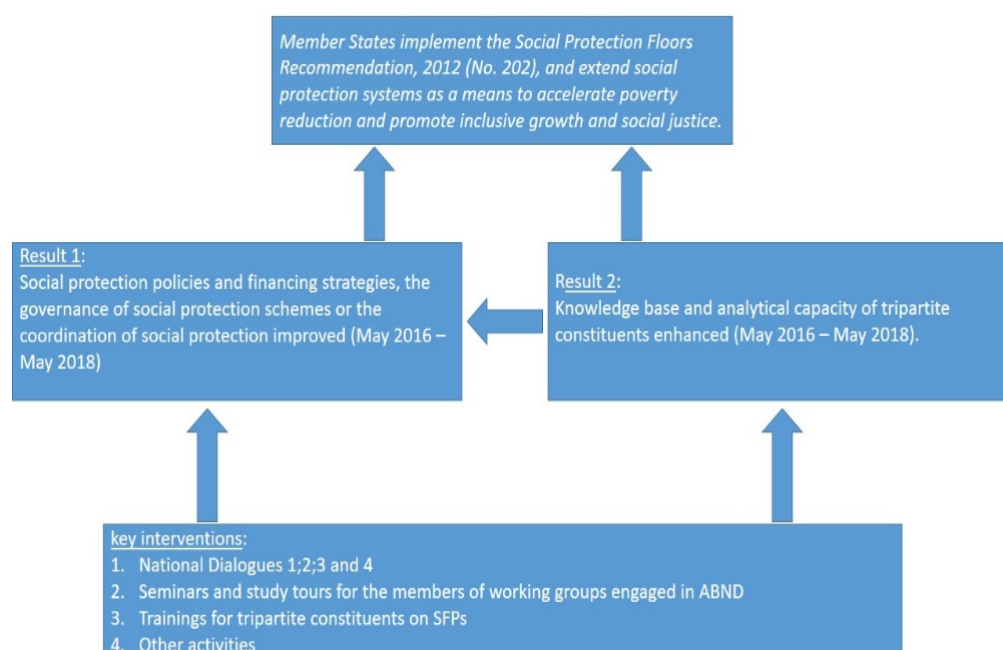
Social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection improved (May 2016 – May 2018).

Result 2:

Knowledge base and analytical capacity of tripartite constituents enhanced (May 2016 – May 2018).

The following chart, theoretically describes the logical relationship between the levels of results.

Chart 1. Logical flow of the project



It should be noted that the project lacks a conventional LogFrame, Results Framework or a Theory of Change. So, it was not possible to quantify the level of delivery of results, therefore the study has generated evidence based on the triangulated opinion of stakeholders and against theoretical targets developed in the course of the study. The Table below represents a theoretical result monitoring framework for the Project

Table 1. Result monitoring matrix

Results	Indicator	baseline	Target	Actual	Status
Social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection improved	# of NDs conducted	0	4	4	100%
	level of participation of stakeholders in NDs	low	very high	high	75%
	Submission of final report with clear recommendation	no	submitted	submitted	100%
Knowledge base and analytical capacity of tripartite constituents enhanced (May 2016 – May 2018).	% of trainees stated "highly satisfied" with trainings	0	at least 70%	n/a	n/a
	% of WG members trained/attended study tour	0	90%	x%	n/a
	Evidence of application of gained knowledge and skills in practice or policies	0	at least 60% of trainees stated that applied knowledge in practice/policies	n/a	n/a

The study has identified the following accomplishments of the project:

- ✓ Completed launch of National Dialogue and its round-tables with active participation of the representatives of tripartite constituents, including key government organizations, civil society organizations, UN Agencies and donor society;
- ✓ Completed assessment (description of social protection system and its gaps against SFPs) over the course of ABND and identified priority areas and recommendations on extension of social protection floors;
- ✓ Draft Social Protection Strategy for 2019-2025 developed based on technical inputs and consultations with ILO;
- ✓ Conducted trainings:
 - a. “Establishing a compulsory medical insurance fund and its functioning: best practices of Moldova and Russia” in Dushanbe, Tajikistan, on 29 November 2017.
Number of participants: 21 WG members
 - b. Trainings on maternity protection focusing on ILO C.183 for labour inspectors (countrywide) and Workers and Employers Organizations, February 2017-March 2018
Number of Participants: 142 (87 men, 54 women)
 - c. Trainings for ABND WG members on the Social Protection Floors Recommendation, 2012 (No. 202) and Social Security Minimum Standards Convention, 1952 (N. 102).
Number of participants – 100 (40 Women and 60 men).
 - d. Study tour to Moldova for ABND WG members (17-22 July, 2017). The Tajik delegation visited 9 government and social partners’ institutions of Moldova: Ministry of labour, social protection and family of the Republic of Moldova, National confederation of trade unions of Moldova, National Employers’ Confederation, National office of social insurance of the Republic of Moldova, Centre of electronic governance of Government (E-Government), National Health Insurance Company etc.
Number of participants: 13 members of WG

Based on the interviews conducted with WG members and training participants, it can be stated that the participants were highly satisfied with the relevance and quality of the events engaged in.

Selected topics, qualification of trainers and other training means were found at high quality by interview participants.

“I was part of the study tour in Moldova..., it was a great learning experience for all of us. I think, we are at pretty much similar context with Moldova and can benefit a lot from their experience...”

“Invited trainer was very professional, I have really enjoyed that training...”

It should be noted that most of the study participants found the project as successful one. It has been also observed a high level of ownership of success. Most of the study participants, while talking about the project, seemed to be feeling proud with the results achieved.

Among other factors, study participants highlighted the role of the project coordinator; his professionalism, enthusiasm and genuine commitment to bring the positive changes for the country. Excellent communication skills and accessibility of ILO staff were noted by study participants as well.

Among the key challenges that affected the project at the start was the restructuring of the former Ministry of Labour and Social Protection, shift of social protection affairs to the Ministry of Health. However, after gaining agreement with the Ministry of Health and Social Protection, the project activities were carried out smoothly.

Overall, the project delivered high quality outputs and gained significant results in a relatively short period of time. High level of ownership by local counterparts were found as one of the factors of success. Technical input from ILO staff and their professionalism were found critical in delivery of results. On the other hand, the project goal, objectives and results could be better formulated as the current statement of Result 1 sounds more like a long term goal rather than a result that can be expected at the end of the project.

3.3. EFFICIENCY

According to the project documents, it is a two year initiative with the total budget of \$463,820.00 (TJK151). The project was approved for June 2016 to end of May 2018. The project field activities started from February 2017, such delay has been mainly associated with restructuring of the Ministry of Labour and Social Protection. See the budget of the project below.

Table 2. Approved budget and cost share

Code	Item	Budget	% of total
511201	P2 Standard Costs	194,100	42%
511301	P3 Standard Costs	31,720	7%
521100	Travel ILO Staff	60,000	13%
531515	Other individual Contracts	56,000	12%
581100	Seminars	90,000	19%
541100	Premises costs	22,000	5%

544100	Miscellaneous	10,000	2%
	Total	463,820	100%

Project reports suggest that starting from February 2017, the project activities have been implemented in an intensive and efficient manner. Most of the activities have been implemented in 2017 (approximately 90% of the total budget).

According to interviews, the project budget was adequate for delivery of results. It has been also found that presence of the international staff in the country was programmatically justified, as it has significant impact on timely and effective implementation of the project. As stated in previous section, most of the study participants have highly valued the contribution of the Project Coordinator to all aspects of the project

It has been also found that the project was benefited from the support provided from the subregional office in Moscow (mostly administrative, due to the absence of a Social Protection Specialist in the ILO Moscow team) and HQ in Geneva (some consulting, commenting of project reports). Most of the trainings and seminars arranged for the participants of ABND process were conducted by highly qualified experts, as stated by participants and found in the reports available on the corresponding webpage of ILO on ABND in Tajikistan. It can be assumed that provided support and expertise from the subregional office and HQ was part success in delivery of quality and timely results. However, support from the HQ needs to be further strengthened, in the light of its share of total cost.

Overall, the project was planned effectively, resource allocation was adequate and justified, project activities, despite some delay in the beginning, have been implemented fully as planned.

3.4. SUSTAINABILITY

Sustainability of the capacity building component remains promising. Based on the observations made, it can be stated that most of the study participants have a greater understanding of social protection floors, are equipped with the necessary knowledge and skills to carry out assessments and participatory policy analysis and policy formulation activities and actually already use some tips and models gained from study tours and trainings in their routine work.

“I have got copies of norms, regulations and other very useful documents from Moldova, it is very helpful and I use them actually now...”

“I am working on the organizational strategy right now and the experience gained from the project helps me to better frame it..., training related to costing was very interesting, I feel comfortable now to make some cost estimations in other project and activities...”

On the other hand, the outcomes of the capacity building component will be diminishing over time and hardly expanded among other actors. The capacity building component has focused on individual members of various agencies, which is justified for delivery of short term outcomes, but for the long run, the project made limited investment in institutional set ups to further carry out capacity building interventions.

One of the biggest concerns raised by study participants was how to operationalize the recommendations and which institution will be further advocating for that. These concerns have been partly addressed during the last National Dialogue in Dushanbe on May 22, 2018. UNICEF and other counterparts demonstrated their commitment to further advocate for the recommendations proposed. It has been also agreed that the Ministry of Health and Social Protection jointly with UNICEF and ILO will take care of the incorporation of recommendations into the Social Protection Strategy for 2019-2025.

As stated in previous section, the Project has benefited from the experience and contribution of ILO's Decent and Safe Jobs Project as well. It has been also found that the opportunities under the Decent and Safe Jobs Project can be utilized to sustain and expand the Project outcomes in Tajikistan.

It should be mentioned that the range of international actors working in the area of social protection has reduced in Tajikistan. UNDP and EC have completed their projects and there is no indications of further programming for the nearest future. The World Bank supported piloting and expansion of the Targeted Social Assistance (TSA) scheme in Tajikistan, but going to phase out this year too. Apart of ILO, the only agency that advocates for social protection floors at national level is UNICEF. Therefore, it is important to further expand ILO's engagement in this sector, as most of the study participant highlighted that further advocacy and technical support by ILO is needed.

Overall, it can be stated that despite some concerns, still the project results remain sustainable. Commitment of counterparts to further advocate and incorporate the recommendations into the Draft Strategy for Social Protection is critical. The observations suggest that most of the study participants who benefited from capacity building activities use the new knowledge and skills in their routine work.

3.5. GENDER MAINSTREAMING AND NON-DESCIMINATION

Gender issues has been effectively incorporated into the project activities. To the extent possible, the project tried to keep gender balance among the trainings and other events participants, so around 40% of participants of all events were women. It should be noted that in some agencies and areas, there are very few female workers engaged, like among labor inspectors few women can be found.

From programmatic perspective, according to study participants, the Project has never ignored gender equality issues and put efforts to enhance knowledge of participants in this area. Hence, issues related to maternity protection are among the key priorities selected.

3.6. LESSONS LEARNED AND GOOD PRACTICES

- Presence of ILO Social Protection Officer in the country was justified and ensured delivery of high quality results;
- Created platform for national dialogue was very productive and can play further role for expansion of social protection floors in Tajikistan;
- Selection of the locations for study tour was very well thought through, some agencies are still in touch with Moldavian colleagues for further consultations.
- Partnership of ILO with the Ministry of Health and Social Protection of Population is not traditional one, but as demonstrated by the project, is justified and important to enhance diminished leadership in the area of social protection at central government after restructuring.
- Taking into consideration that countries in CIS region (in particular Central Asia) share, to some extent, a similar socio-economic and institutional contexts, the learnings and experience gained from ABND process in Tajikistan can potentially serve as a good practice.
- The webpage maintained by ILO on the ABND in the Republic of Tajikistan⁵ was found very informative and useful for learning and communication purposes. It also gave a sense of transparency and accountability of ILO in its operations.
- Synergy and cooperation between the current Project and the Decent and Safe Jobs Projects found were found strong and contributing to effectiveness, efficiency and potentially to sustainability of outcomes.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. KEY CONCLUSIONS

The project can be characterized as a successful initiative that created a solid base in terms of platform for policy advocacy and knowledge base for promoting and expanding SPFs in Tajikistan. In relatively short period of time, the project has managed to deliver the key results, most importantly, it has consolidated knowledge, vision and efforts of various stakeholders to assess the social protection systems in the country and formulate policy recommendations.

Relevance and quality of capacity building component are supported by evidence and highly valued by study interviews. At the same time, it could be complemented by capacity building activities of units responsible for analysis and planning as well as for professional development of staff of tripartite constituents and the Ministry of Health and Social Protection of the Population.

⁵ <http://www.social-protection.org/gimi/gess/ShowProject.action?id=3053>

At the same time, it is expected that ILO will extend its efforts and align with other counterparts to further advocate for the expansion of social protection floors, provision of technical assistance and support in piloting or implementation of some of the recommendations developed.

Professionalism and effective management of the project are among the factors contributing to success of the project.

Looking from organizational point of view, it should be noted that the Project has benefitted from the experience gained under the Decent and Safe Project, in particular from ABND experience in Kyrgyzstan, while the created collaborative environment and the synergy between two projects is found as one of the key factors of success. At the same time, the Project can be further linked with interventions focused on labour migration, informal employment and child labour. In particular the issue of labour migration (social security of labour migrants, economic exploitation, families left behind and other issues) can be addressed more effectively using regional approach. It can be also stated that the issue of child labour in Tajikistan is closely associated with poverty, so expansion of social protection floors can potentially address the underlying causes of child labour in Tajikistan.

Similarly, such approach can be adopted in other countries in the region as well. Issues related to labour migration, informal employment are common in most of the countries in the region, while child labour is more prevalent in Uzbekistan and Kyrgyzstan. Overall, it can be stated that the Project can potentially be linked with other ILO projects in the region and such approach can reinforce the outcomes of the ILO programme in the region.

4.2. KEY RECOMMENDATIONS

The recommendations below are summarized based on the interviews and consultations conducted and complemented by the professional view of the author.

1. Capacity building of constituents on SPFs is very important, it is recommended to consider measures that ensure capacity development of workforce via formal professional development courses for labour inspectors, staff of social protection units and others;
2. As part of the situation analysis, ensure that experts' opinion is further complemented by information generated from administrative and secondary data;
3. To further build on developed platform for consultations and support the constituents in implementation of the recommendations developed;
4. Support constituents in development of an action plan for the realization of the recommendations developed;
5. Support constituents in policy advocacy in social protection sector;
6. Continue dialogue with counterparts working on the National Social Protection Strategy to further align and harmonize the recommendations with the strategy;

7. Partnership with the Ministry of Health and Social Protection is critical to enhance policy advocacy efforts for the expansion of social protection floors, it is also recommended to support analytical unit of the Ministry through capacity building activities;
8. To contribute to analytical capacity of the Department of social protection under the Ministry of Health starting from central level to further promote and operationalize evidence based policy making;
9. To develop SMART objectives, verifiable indicators and M&E framework for such projects;
10. Introduce practice of pre/post training evaluations;
11. The opportunities of linking the Project with other ILO interventions at local and regional level, in particular in the areas of labour migration, informal employment and child labour can be further explored and utilized to maximize the impact of the ILO work in the region and further build on the good practices of synergy and cooperation with Decent and Safe Jobs Project;
12. To further utilize the opportunities under the Decent and Safe Jobs Project in the region to sustain and expand the outcomes of the Project in Tajikistan and seek for other internal and external resources to expand the experience across the region.

5. LIST OF ANNEXES

- 5.1. Evaluation matrix
- 5.2. ToR
- 5.3. List of study participants
- 5.4. Interview protocol

5.1. ANNEX 1. EVALUATION MATRIX

Annex 1. Evaluation Matrix			
criteria and evaluation questions	Performance indicators	means of verifications	
		data collection method	data source
1. Relevance			
1.1. Were the project activities and tools relevant to the needs of the constituents and the stated objectives?	1.1.1. Level of compliance between the RBSA interventions with the needs of constituents	Desk review, Key informant Interview (KII)	Project documents, ILO Staff, Training participants
	1.1.2. level of consistency of project interventions with project objectives	Desk review, key informant Interviews (KII)	Project documents, tripartite constituents
1.2. Do the problems/needs that gave rise to the project still exist, have they changed or are there new needs that should be addressed?	1.2.1. Changes in policy environment in relation to social protection in TJ	Desk review, KII	Project documents, ILO Staff, tripartite constituents, and the Ministry of Health and Social Protection of Population
	1.2.2. Changes in the knowledge base and analytical capacity of tripartite constituents as a result of project interventions	Desk review, KII, FGD (if feasible and appropriate)	Project documents, tripartite constituents
1.3. Do the project outputs require second phase of project implementation?	1.3.1. Opinion of tripartite constituents about the continuation of Project	Desk review, KII	Project documents, tripartite constituents
2. Effectiveness			
2.1. What have been the major results/accomplishments of the project?	2.1.1. level or delivery of Project outputs by component	Desk review, KII	Project documents, ILO Staff, tripartite constituents, and the Ministry of Health and

			Social Protection of Population
2.2. To what extent have the stated objectives (results) been achieved and is that progress sufficient?	2.2.1. level of delivery of Project outcomes by component	Desk review, KII, FGD (if feasible and appropriate)	Project documents, ILO Staff, tripartite constituents
2.3 What were the major factors influencing the achievement or non-achievement of the objectives?	2.3.1. Description of the factors influencing the results (positive/negative by component)	Desk review, KII, FGD	ILO Staff, tripartite constituents
2.4. Have there been any obstacles, barriers and/or successes, innovations? Have there been any unintended results?	2.4.1. Description of obstacles/successes and innovations	Desk review, KII, FGD	ILO Staff, tripartite constituents
	2.4.2. Description of unintended results (positive/negative)	Desk review, KII, FGD	ILO Staff, tripartite constituents
3. EFFICIENCY			
3.1. Have resources (funds, human resources, time, expertise and tools/know-how) been used efficiently?	3.1.1. Level of fund utilization (disaggregated by item/category) - only in aggregate	Desk review, KII	Project documents, Project documents, ILO staff
	3.1.2. Description of utilization of resources other than financial	Desk review, KII	Project documents, ILO Staff
3.2. Did the project require any additional resources for successful implementation (funds, human resources, time, expertise and tools/know-how)?	3.2.1. Opinion of Project staff about the sufficiency of resources	Desk review, KII	Project documents, ILO Staff
4. Sustainability and impact potential			
4.1. Are the results achieved likely to continue after the end of the project?	4.1.1. Evidence related to sustainability of outcomes	Desk review, KII	Project documents, ILO Staff
4.2. What project components or results appear likely to produce longer-term effects and benefits to the target group and how?	4.2.1. Evidence of commitment of key stakeholders to project priorities	Desk review, KII	Project documents, ILO Staff

4.3. What action might be needed to bolster the longer-term effects?	4.3.1. Description of actions contributing to sustainability of outcomes	Desk review, KII	Project documents, ILO Staff
4.4. How well did the project utilize the potential of partnerships (e.g., with other UN agencies, in UNDAF settings and DCC) to maximize its benefits? What can be done to further enhance these partnerships and collaboration	4.4.2. Evidence of coordination and cooperation between various stakeholders	Desk review, KII	Project documents, ILO Staff, Staff of UN Agencies
5. Lessons learned and good practices for future application			
5.1. What are the major lessons learnt through the project implementation? Are there any lessons learned from the experience of collaboration with other UN agencies?	5.1.1. Documented lessons learnt through the project interventions	Desk review, KII, FGD	Project documents, ILO Staff
	5.1.2. Description of the lessons learnt from the experience of collaboration with other UN Agencies	Desk review, KII, FGD	Project documents, ILO Staff
5.2. Are there good practices to be replicated?	5.2.1. Description of best practices demonstrated over the course of the project	Desk review, KII, FGD	Project documents, ILO Staff
6. Gender equality and non-discrimination issues			
6.1. To what extent did the project mainstream gender in its approach and activities?	6.1.1. Level of engagement of women and men in project interventions by component	Desk review, KII	Project documents, ILO Staff
6.2. Did the project use any gender specific tools, ILS and social dialogue tools and products?	6.2.1. Evidence of utilization specific tools/measures	Desk review, KII	Project documents, ILO Staff

5.2. ANNEX 2. TOR

Terms of Reference

Final internal evaluation of RBSA-funded project on social security in Tajikistan 2016-2018

ILO Responsible Office:	Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (DWT/CO-Moscow)
Project Title:	Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202 (TJK/16/01/RBSA)
Geographical coverage:	Tajikistan
Duration of the project:	TWO YEARS (2016 – MAY 2018)
Links to ILO Programme and Budget (P&B) Outcome:	ILO Programme and Budget (P&B) 2016-17; 2018-19 <i>Outcome 3: Creating and extending social protection floors</i> <i>Outcome statement: Member States implement the Social Protection Floors Recommendation, 2012 (No. 202), and extend social protection systems as a means to accelerate poverty reduction and promote inclusive growth and social justice.⁶</i>
Outcome code & budget:	TJK151 USD 498,850
Type of evaluation:	Internal evaluation
Timing of the evaluation:	Final
Timelines of the evaluation :	March - April 2018
Funding source:	ILO Regular Budget Supplementary Account (RBSA)

I. Background and Project Description

ILO's Decent Work Country Programmes with Tajikistan

⁶ Indicator 3.1: Number of member States that have adopted new or improved national social protection strategies, policies or legal frameworks to extend coverage or enhance benefit adequacy

Indicator 3.2: Number of member States that have improved their institutional policies or regulatory frameworks to strengthen governance, financial management or sustainability for the delivery of social protection

The ILO cooperation with Tajikistan over the past decade has been framed in three Decent Work Country Programmes/DWCPs (2007-2009; 2011-2013; 2015-2017) and a new DWCP for 2018-2022 is presently under discussion with the tripartite constituents.

The priorities of the DWCP 2015-2017 are: 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 and 3) Improving working conditions and enhancing the coverage of social protection.

DWCP governance mechanism

In terms of the governance of the DWCP, a pilot National Tripartite Committee for Decent Work (NTCDW) was created in 2016 within the ILO's pilot exercise on increased constituents' involvement in the oversight of ILO's cooperation on advancing the DW agenda. The Committee is being chaired by the Deputy Minister of Labour, Migration and Employment of Population of Tajikistan. The Committee has an additional oversight function over development cooperation (technical assistance) projects. It has become a good platform for strengthening social dialogue and promoting Decent Work principles in the country.

The project

Through RBSA-funded project "Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202" (TJK/16/01/RBSA), the Social Protection Assessment Based National Dialogue (ABND) was launched in 2016, focusing on assessing the policy gaps and obstacles for implementing social protection schemes through national dialogue, with participation of multi-stakeholders, such as the government, social partners, civil society, the UN agencies, donor community. The ABND will be used as a driving force to enhance participatory multi-stakeholder national dialogue to determine the main national priorities on social protection with mid/long-term perspectives.

The above-mentioned ILO's work was directly linked to ILO P&B Outcome 3: Creating and extending social protection floors.

Below are the targeted results of the project:

Result 1:

Social protection policies and financing strategies, the governance of social protection schemes or the coordination of social protection improved (May 2016 – May 2018).

Result 2:

Knowledge base and analytical capacity of tripartite constituents enhanced (May 2016 – May 2018).

Beneficiaries

The Direct beneficiaries (recipients) of the project are the Ministry of Health and Social Protection of population of Tajikistan, Federation of Independent Trade Unions, Employers Union, Agency of Social Insurance and Pensions.

The ultimate beneficiaries of the project are current and future beneficiaries of social protection benefits, working men and women in formal and informal economy.

Project management arrangements

A Social Protection Officer based in Dushanbe/Tajikistan has been in charge of the implementation of the project activities. The project has been administratively backstopped by the ILO DWT and Country Office for Eastern Europe and Central Asia, based in Moscow. The ILO HQ SOCPRO department has provided technical support.

Key achievements and milestones of the project to date:

1. The ILO, with RBSA funds, supported the launch of a national dialogue on social protection in the Republic of Tajikistan (February 2017) called "Assessment Based National Dialogue on Social Protection Floors (ABND SPFs)" to identify policy gaps, develop recommendations, and provide capacity building workshops and trainings. The ILO has technically advised the tripartite constituents and other key stakeholders on international experience of ABNDs and its relevance, mainly focusing on Asian countries.

The working group of the ABND on SPFs has adopted a series of Recommendations that includes 24 recommendations and 4 priority recommendations on the extension of social protection floors. The priority recommendations are:

- a) To guarantee accessible and good quality medical services to all;
 - b) To extend the coverage of child social benefits (to increase the benefit level and entitlement age to 18);
 - c) To extend the coverage of maternity protection to all women;
 - d) To increase the social old age pension level to 80% of the minimum pension.
2. The ILO has offered technical advice in drafting the Social Protection Strategy 2019-2020 and included in it a component on extension of social protection floors. The extension of social protection floors should be based on the ABND outputs, which aim to achieve a consensus on national social protection priorities among key stakeholders (line ministries and social partners UN agencies, NGOs).

The Draft of Social Protection Strategy for 2019-2020 was developed by the Ministry of Health and Social Protection of population, with technical assistance provided by the UNICEF and contributions provided by the ILO (expected to enter into force in 2019).

3. The ILO has assisted in the establishment process of the ABND working group and provided technical guidance in developing the mechanisms for the ABND process and its facilitation.

The Ministry of Health and Social Protection of Population has established the ABND Working Group on social protection in May 2017. The main objectives of the working group were identification of policy gaps, elaboration of recommendations and agreement on national priorities.

4. The ILO has aimed to provide capacity-building activities with view to supporting the enhancement of knowledge base of tripartite constituents on social protection aspects. Trained experts are members of the ABND working group, which includes government and social partners' representatives and UN and NGOs officials as well. Participants were trained on the Social Protection Floors Recommendation, 2012 (No. 202) and Social Security (Minimum Standards) Convention, 1952 (No. 102). The results are:
 - 100 members of the ABND working group (40 women and 60 men) were trained in Tajikistan with ILO support in the period February - December 2017.
 - 15 members of the ABND working group (13 national tripartite constituents and 2 ILO officials) attended the study tour to Moldova. The Tajik delegation visited 9 government and social partners' institutions of Moldova: Ministry of labour, social protection and family of the Republic of Moldova, National confederation of trade unions of Moldova, National Employers' Confederation, National office of social insurance of the Republic of Moldova, Centre of electronic governance of Government (E-Government), National Health Insurance Company etc.

The capacity building activities and study tour facilitated the process of selection of national priorities on extension of social protection floors and further development and drafting of next social protection strategies/programmes.

To see information about workshops, please access the web-links below:

- Health insurance scheme - <http://www.social-protection.org/gimi/gess/ShowProjectNews.action?news.newsId=23017&pid=3053>
- Workshops on social protection, "social insurance: maternity protection, employment injury and pensions" were organized within the framework of ABNDs <http://www.social-protection.org/gimi/gess/ShowProject.action?id=3053>

5. As a follow-up to the Training of Trainers held in ILO ITC in Turin, in July 2015, the ILO has organized trainings on “Maternity protection and Gender Dimension on Social Security”, to promote the up-to-date Maternity Protection Convention, 2000 (No. 183).
 - 142 experts, mostly labour and legal inspectors, from government, trade unions and experts from employers organizations (87 men and 54 women) selected from regional districts of Tajikistan were trained on the adapted version of the Maternity protection package, in the period February 2017 - March 2018. All trained specialists have acquired specific skills in relation to the new up-to-date Maternity Protection Convention, 2000 (No. 183).

Project Partnerships

ILO tripartite constituents are the core and the most important partners for the entire process of Social Protection ABND. The Ministry of Health and Social Protection of Population led the ABND process. In addition, SP-ABND involved multi-stakeholders interested in participating in SP-ABND, such as the Ministries of Finance, Economy, Education, National Statistic Office and Agency of Social Insurance and Pension, the UN agencies (UNRC, UNDP, UNICEF, UNHCR, UNAIDS, UNWOMEN, IOM, WFP), international financial institutions, EU delegation, donor community, scientists and civil society (international NGOs).

In Tajikistan, there is an inter-agency body called “Development Coordination Council (DCC)” with the participation of the UN agencies, international financial institutions, EU and donors. The DCC has a social protection component and it was established for the purpose of coordinating social protection activities by different organizations/agencies/institutions. There is also the National Tripartite Committee for Decent Work (NTCDW) with participation of tripartite constituents (Ministry of Labour, Migration and Employment of Population, Federation of Independent Trade Unions, Union of Employers of the Republic of Tajikistan) and ILO. The NTCDW aims to plan and coordinate the activities among the national tripartite constituents and ILO. The process of SP-ABND has been well coordinated both within the DCC/Social Protection Working Group and with the NTCDW as well.

II. Scope, Purpose and Clients of the Evaluation

The evaluation is part of the RBSA Monitoring and Evaluation Plan 2018-19 of the ILO Regional Office for Europe and Central Asia.

Scope

The scope of the evaluation will be the RBSA-funded project “Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202” as a whole, 2016-2018.

Purpose

The purpose of the present evaluation, which takes place in March - April 2018, is organizational learning in order to inform the next steps and improve further programming through the assessment of the work done. It would help determine what the ILO should be doing in Tajikistan and other countries of the sub region (i.e. Kyrgyzstan) prior to conceptualizing future interventions and while engaging into the design of the new DWCP.

Clients

The main clients of the evaluation will be ILO management, technical specialists and programming staff involved into the elaboration of new initiatives in the area of social protection, ILO staff and tripartite constituents and implementing partners in Tajikistan.

Norms and standards

The evaluation of the project outcomes will be conducted in accordance with ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC criteria for evaluating development assistance, as well as with the ILO Procedures for the use of the Regular Budget Supplementary Account (RBSA) stipulating that RBSA-funded outcomes are being subject to evaluation procedures in order to examine the results achieved with RBSA resources and their contribution to broader ILO and UN programming and country cooperation frameworks, including Decent Work Country Programmes (DWCPs) and UNDAFs.

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

III. Criteria and Questions

The evaluation is intended to assess the relevance, effectiveness, efficiency, sustainability and potential impact of the project.

The evaluation will seek answers to the following questions as per each of the evaluation criteria:

Relevance

1. Were the project activities and tools relevant to the needs of the constituents and the stated objectives?
2. Do the problems/needs that gave rise to the project still exist, have they changed or are there new needs that should be addressed?
3. Do the project outputs require second phase of project implementation?

Effectiveness

4. What have been the major results/accomplishments of the project?
5. To what extent have the stated objectives (results) been achieved and is that progress sufficient?
6. What were the major factors influencing the achievement or non-achievement of the objectives?
7. Have there been any obstacles, barriers and/or successes, innovations? Have there been any unintended results?

Efficiency

8. Have resources (funds, human resources, time, expertise and tools/know-how) been used efficiently?
9. Did the project require any additional resources for successful implementation (funds, human resources, time, expertise and tools/know-how)?

Sustainability and impact potential

10. Are the results achieved likely to continue after the end of the project?
11. What project components or results appear likely to produce longer-term effects and benefits to the target group and how?
12. What action might be needed to bolster the longer-term effects?
13. How well did the project utilize the potential of partnerships (e.g., with other UN agencies, in UNDAF settings and DCC) to maximize its benefits⁷?

Lessons learned and good practices for future application

14. What are the major lessons learnt through the project implementation? Are there any lessons learned from the experience of collaboration with other UN agencies?
15. Are there good practices to be replicated?

Gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects

⁷ This question would be only referred to the UN/development partners.

16. To what extent did the project mainstream gender in its approach and activities?
17. Did the project use any gender specific tools, ILS and social dialogue tools and products?

Based on the analysis of the findings the evaluation will aim to provide practical recommendations on the most appropriate next steps and potential future technical assistance needs, particularly with a view to the presently ongoing process of the elaboration of the new DWCP.

The list of questions can be adjusted by the evaluation consultant in coordination with the ILO DWT/CO-Moscow evaluation manager and Social Protection Officer in Tajikistan.

IV. Methodology

The Evaluation will be based on documentation review (desk research) and interviews carried out in Dushanbe/Tajikistan.

One of the first tasks of the evaluation consultant will be to review the available literature and materials. Then the consultant will carry out an orientation briefing with the ILO representatives. It will be followed by meetings with tripartite constituents, project implementation partners and ILO staff in Tajikistan, as relevant⁸. Information will be collected by means of individual or group interviews with the stakeholders.

Upon completion of research and interviews, the consultant will provide a debriefing to the ILO staff and possibly, the National Tripartite Committee for DW (if scheduling allows) on the preliminary findings, conclusions and recommendations.

V. Main deliverables/outputs

The evaluator will provide a draft evaluation report in English (preferably up to 30 pages, without annexes). The report will follow the format recommended by the ILO Evaluation Office and include:

- ✓ Executive Summary with key findings, conclusions and recommendations⁹
- ✓ project background
- ✓ evaluation methodology
- ✓ description of the status of the project and overview of the work done (stocktaking)
- ✓ findings
- ✓ conclusions, lessons learnt and recommendations

⁸ The list of stakeholders for meetings/interviews will include ILO projects staff in Tajikistan, representatives of the tripartite constituents' organizations and government agencies involved into the project implementation, including the Ministry of Health and Social Protection, representatives of other UN agencies

⁹ The executive summary should address the project objectives, project logic, management structure, present situation/status of project, evaluation purpose, evaluation scope, evaluation clients/users, evaluation methodology, main findings, conclusions, main recommendations, important lessons learned, and good practices.

- ✓ annexes including the TORs, a list of those consulted in each country

The draft report will be circulated by the evaluation manager and shared for comments with the stakeholders. Further to receipt of combined comment from the evaluation manager, the evaluator will prepare a final report that will be subject to approval by the ILO Regional Office for Europe.

Essential parts of the report will be translated into Russian for constituents' use.

VI. Evaluation arrangements and professional requirements

The evaluation will be conducted by a national evaluation consultant who will report to an evaluation manager appointed by the ILO.

The assignment will require approximately 20 working days, tentatively from the end of March to April 30, 2018. The ILO office will cover the consultancy fee.

A tentative timeline can be found below:

TASK	TIME	# DAYS
Desk review	End of March	4
Orientation meeting (possibly on distance)	April	1
Meetings and interviews	April	5
Data analysis and draft report	April	6
Final report	End of April - May	4
Total		20

Requirements:

- University degree in social sciences or economics
- understanding of the ILO's tripartite foundations and standards
- expertise in the issues of social protection
- experience in evaluation of international development initiatives
- knowledge of evaluation methods, qualitative and quantitative research and analysis
- knowledge of the region and the country
- fluency in English and Tajik
- working knowledge of Russian

5.3. ANNEX 3. LIST OF STUDY PARTICIPANTS

#	Name	Affiliated Institution	Title
1	Mr. Artiom Sici	ILO	Social Protection Officer in Tajikistan
2	Mr. Sobir Aminov	ILO	National Coordinator in Tajikistan
3	Ms. Irina Sinelina	ILO	Evaluation Officer
4	Mr. Rolf Buchel	ILO	Project Manager
5	Mr. Kudratullo Kurbonov	MHSPP	Head of Department
6	Ms. Soima Muhabbatova	MHSPP	Senior Specialist
7	Mr. Rajabov Rajabali	MLMEP	Head of Department
8	Mr. Abduramon Yuldoshev	MLMEP	Deputy Head
9	Ms. Gulnora Sharipova	Ministry OF Finance	Senior Specialist
10	Ms. Nargis Usmonova	Employers Union	Senior Specialist
11	Mr. Yunusov Jamshed	FITU	Head of Department
12	Mr. Yusuf Mirzokhojaev	UNICEF	Social Protection Officer
13	Mr. Zoirjon Sharipov	WFP	Programme Officer
14	Ms. Sayora Ashrapova	NGO/ Academia	Expert

5.4. ANNEX 4. INTERVIEW PROTOCOL

Key Informant Interview Guide (Generic)

Name of Interviewer:	
Affiliated Institution	
Location:	
Date of Interview:	

Introduction

1. Facilitator Introduction

Good morning/afternoon/evening and thank you very much for accepting our request for the interview. My name is Jovid and I am a research consultant...

Background

As you may know, ILO supported implementation of the project titled “Increased capacities of constituents in governing social security in line with ILS, with particular focus on C102 and R202”, where the main idea was to initiate Social Protection Assessment Based National Dialogue (ABND) that was launched in 2016. The initiative was focused on assessing the policy gaps and obstacles for implementing social protection schemes through national dialogue, with participation of multi-stakeholders, such as the government, social partners, civil society, the UN agencies, donor community. The ABND have been used as a driving force to enhance participatory multi-stakeholder national dialogue to determine the main national priorities on social protection with mid/long-term perspectives.

The purpose of the study is to develop organizational learning in order to inform the next steps and improve further programming through the assessment of the work done.

Your opinion is very important. Our conversation will be kept confidential and in the report we will not make any references to individuals or we will ask your permission to put your name under your quotes.

If you have any question, feel free to ask and we can start...

Introduction Question

- Could you please tell about your professional experience and how you was engaged in this Project?
- In your opinion, what was the main purpose of the Project?

Main questions

1. Relevance

1.1. What do you think about the necessity of this project?

- In general, what do you think about the ABND approach? How would you describe it? How is it different from other similar initiatives?
- What do you think about the relevance of capacity building activities and themes selected? How they were determined?
- In your opinion, how the project met your expectations? What about other counterparts?

1.2. How would you describe the changes in the policy context and the capacities that the project was focused on?

- Can you give some examples?
- What could be done differently?

2. Effectiveness

2.1. In your opinion, what are the major results of the Project?

- How you describe the role of ILO in delivery of the results?
- How would you describe the role of other institutions/individuals in delivery of mentioned results?
- What could be done differently?

2.2. What were the major factors influencing the achievement or non-achievement of the objectives?

- Any barriers, can you describe them and what was done to address them?
-

3. Efficiency

3.1. What do you think about technical, financial and administrative arrangements of the Project?

- What would you propose to advance efficiency?

4. Sustainability and Impact

4.1. What do you think about the sustainability of project results?

- What about the policy advocacy component
- What about capacity building component?
- What would you recommend to ensure sustainability of outcome?
-

4.2. How would you describe the partnership with ILO?

- How the partnership worked with other agencies?
- What would you recommend?

5. Lessons learned and good practices?

- In your opinion, what were the key factors of success or failure?
- What interventions under the project you think were less productive or useless?
- What project features could be describe as the key factors of success?

6. Gender dimension

- In your opinion, what specific activities addressed the gender dimension in this project?
- What would you recommend to consider in the future?

Many thanks, if you have any question I would be happy to answer it.