

## International Labour Organization

### CALL FOR EXPRESSIONS OF INTEREST TO CONDUCT THE INDEPENDENT FINAL EVALUATION OF THE PROJECT

<b>Project title</b>	<i>From the Crisis towards Decent and Safe Jobs in Kyrgyzstan and Tajikistan, Phase II (DW II project)</i>
<b>Countries</b>	<i>Kyrgyzstan and Tajikistan</i>
<b>ILO Responsible Office</b>	<i>Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia (DWT/CO Moscow)</i>
<b>ILO Technical Backstopping Unit</b>	<i>EMPLOYMENT, GOVERNANCE, SOCPRO, WORKQUALITY, ACTEMP, and ACTRAV</i>
<b>Project timelines</b>	<i>March 2014 - December 2019</i>
<b>Donor</b>	<i>Ministry for Foreign Affairs of Finland</i>
<b>National Counterparts</b>	<i>Ministries of Labour, Employers' Organizations and Trade Unions in the Project countries</i>
<b>Evaluation dates</b>	<i>September 12 – November 22, 2019</i>
<b>Type of contract</b>	<i>External collaboration contract</i>
<b>Application submission</b>	<i>Interested individuals are encouraged to submit their CV, indication of availability and fee expectations to <a href="mailto:sinelina@ilo.org">sinelina@ilo.org</a> by July 1, 2019 (COB)</i>

## I. Background

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

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

### The development objective of the DW II Project

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

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<sup>1</sup> Central Asia – Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan; South Caucasus – Armenia, Azerbaijan and Georgia

While there was no theory of change described in the project document per se, the project approach was largely based on the idea that by offering support on the variety of themes and issues covered by DWCPs/DW agenda in the target countries in line with country priorities it would help the countries to make progress on the path towards advancing decent work in all essential aspects.

### **The immediate objectives the DW II Project**

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

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

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

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

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

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

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

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

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

### **Project strategy**

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

The ILO objective Decent Work For All is strongly promoted through the Decent Work Country Programmes (DWCPs), developed by the ILO and the tripartite constituents – Ministry of

Labour, Trade Unions and Employers' Organizations. The DWCPs ensure national commitment, and focus both national and international resources towards labour-related priorities. In Kyrgyzstan and Tajikistan the ILO supported the elaboration and implementation of the DWCPs (with or without formally signed document) to which the DW project is contributing.

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

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

### **Wider collaboration at the global, regional and country level**

The project seeks synergies through coordination with other ILO projects, implemented by the DWT/CO Office in Moscow. The project Applying the G20 Training Strategy ("Skills project") supports skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth. The project Partnerships for Youth Employment (YE) in the Commonwealth of Independent States aims to enhance regional capacity and cooperation on YE issues, strengthen the capacity of LM institutions to promote Decent Work for youth, and support the development and pilot implementation of YE policies and programmes. The three projects are complementing each other. One example of synergy are the peer reviews within the framework of the Regional Cooperation Network of youth employment (YE) institutions of eight participating countries, including Kyrgyzstan and Tajikistan, where the countries study and assess each other's YE policies as part of cross-country cooperation and sharing of good practices.

The project is fully aligned with the ILO strategic policy framework for 2010-2015, P&B 2016-2017, and a new strategic policy framework for 2018-2019. Its results also correspond to SDGs 8 and 11 that were adopted since after its inception.

The project is aligned with the broader country cooperation frameworks, including the ILO Decent Work Country Programme in Tajikistan (2015-2017), and UNDAFs in Tajikistan (2010-2015; 2016-2020) and Kyrgyzstan (2012-2017; 2018-2022).

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

### **Gender, disability**

While gender equality, disability inclusion and other non-discrimination issues were not specifically spelled-out at the project design stage, they were taken into account in project activities during the implementation.

### **The management set-up of the project**

The project is managed by a Project Manager (CTA), assisted by an administrative assistant, who are based at the DWT/CO Office in Moscow. Since January 1, 2019, a second project assistant was recruited. There is a national project coordinator and a project assistant in Bishkek/Kyrgyzstan and a project assistant in Dushanbe/Tajikistan.

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

### Highlights of the recent results and achievements

- Improved national statistics system in Kyrgyzstan: development and application of a new methodology for measuring/calculating labour productivity; improvement of terminology and definitions and updating the questionnaires, in line with recommendations of the 19th ICLS; improved capacity in measuring and assessing informality. Support to defining the national additional SDGs indicators, related to Decent Work (2018-2019).
- Reformed wages policy and work standard setting in Tajikistan. Review of wage scales in the public sector. The draft Concept on improving work-standard setting and wages policies till 2023 developed on a tripartite basis, positively reviewed by 26 ministries/agencies and submitted to the Government for approval (2018; expected to be endorsed in 2019).
- Diagnostics and policy advice on informality in Tajikistan. Two diagnostic reports on informality developed: a statistical one and a “qualitative diagnostic” assessing the nature, conditions and some factors of informal employment, based on surveys with employees, trade union representatives and employers (2018). Based on diagnostics, draft Programme on reducing the level of unregistered (informal) employment for 2019-2023 and its Implementation plan developed by the Ministry of Labour, Migration and Employment of Population, in close consultations with key ministries and social partners, with the ILO technical and expert support (2019; expected to be approved till end 2019).
- Increased awareness and knowledge on informality through a mobile theatre campaign in Tajikistan. Completion of the mobile theatre project “Come out of the shadow! Work formally!” as an instrument for awareness raising on informality and the role of TUs in promoting formalization; another 12 performances were organized in the regions in 2018.
- Eight video clips based on mobile theatre performances on informality were filmed, in close collaboration with FITUT and will be shown on the national TV as social advertising. Eight video clips and a full-fledged film about the mobile theatre are being broadly used by the FITUT/other constituents to promote formalization (2019).
- In both countries, Assessment-Based National Dialogues (ABND) on Social Protection Floors (SPFs) have been initiated and completed, with ABND final reports' recommendations developed and submitted to the Government (2017-2018). In

Kyrgyzstan, the ABND assessment report was used during the MAPS mission as a background analysis for developing SDGs accelerators for Kyrgyzstan (2018).

- Through the project, the ILO has provided technical support and advice on maternity protection issues:
  - in Kyrgyzstan, a maternity protection technical report was developed and presented to tripartite constituents, including policy level analysis and recommendations;
  - in Tajikistan, an assessment of national legislation in light of C183 was developed and reviewed by tripartite constituents, with a particular focus on the issues highlighted by CEACR comments.
- In both countries, the project has supported the work of constituents on disability issues:
  - in Kyrgyzstan, through the assessment of social protection and labour market inclusiveness from disability perspective, in coordination with UNICEF;
  - in Tajikistan, by providing technical expertise and support in reviewing and finalizing a national draft programme for employment of persons with disabilities.

## II. Purpose, Scope and Clients of Evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions for evaluation are made in all projects in accordance with ILO evaluation policy 2017 and established procedures, which provide for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work (see ILO Policy Guidelines for results-based evaluation).

In accordance with the established rules and requirements, the DW project II is subject to two independent evaluations - a midterm (2016) and a final evaluation (scheduled for the second half of 2019).

The Mid-Term Evaluation assessed the progress made towards the achievement of project outcomes, provided suggestions on how to improve programming and implementation for the remaining duration on the project.

The overall purpose of the Final Independent Evaluation will be to look at the achievement of project results, and on how the project conceptual approach could be improved for the future (i.e. applied to this and other regions of the world). The Final Evaluation will use the findings of the Mid-Term Evaluation.

The objectives of the final evaluation are to:

- a. Assess the relevance of the project implementation strategy in collaboration with the project stakeholders;
- b. Assess the achievement of immediate objectives (effectiveness);
- c. Determine the efficiency of the project;

- d. Assess the sustainability of results and likelihood of long-term effects on the beneficiary institutions, national systems, policies;
  - e. Identify the supporting factors and/or barriers, constraints;
  - f. Identify lessons learned, especially regarding models of interventions that can be replicated in the region;
  - g. Provide technical recommendations regarding the most appropriate next steps in the project main subject areas for the use of the ILO and project stakeholders.
- The evaluation covers the project as a whole, 2014 – 2019, in both target countries and across all thematic areas.

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

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

The evaluation will integrate gender equality, disability inclusion, social dialogue and international labour standards as a crosscutting concern throughout its methodology and deliverables, including the final report.

The evaluation will give specific attention to how the project is relevant to the ILOs programme frameworks, UNDAFs, relevant national development frameworks.

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

### III. Evaluation Questions based on OECD/DAC evaluation criteria<sup>2</sup>

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

The evaluation will seek answers to the following questions:

- Relevance
  1. To what extent is the project relevant to the evolving needs of the key stakeholders, including the Ministries of Labour, trade unions and employers' organizations of the target countries?
  2. How well has the project adapted during the implementation?
- Effectiveness

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<sup>2</sup> <http://www.oecd.org/development/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

3. Have the project outcomes (immediate objectives) been achieved? Has the project been effective in fostering adequate policy responses to employment, OSH, social protection and other challenges it was addressing?
  4. How effectively have stakeholders been involved in the implementation? Are they satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?
  6. Have there been any resulting changes in constituents' capacities at the institutional and individual level (knowledge, skills, behaviour, work practices)?
  7. Are there any unintended, positive and negative, results of the project?
  8. How have gender and disability issues been taken into account during the implementation?
  9. How have the relevant international labour standards been taken into account during the implementation?
  10. What has been the project's contribution to SDGs and related targets as prioritized by the national sustainable development strategies?
  11. What was the project contribution to the achievement of the relevant ILO target country programme outcomes (CPOs) in 2018-2019 in both countries in accordance with the current ILO Programming Framework?
- Efficiency of resource use and management arrangements
12. Have the resources (technical expertise, knowledge base, networks, staff, time, administrative and other resources) been used in an efficient manner?
  13. Have the project management arrangements been adequate to ensure quality implementation?
- Sustainability and impact orientation
14. What is the likelihood of sustainability of outcomes beyond the life of the project? Are the national partners able to continue the project agenda and results after the end of the project (capacity of people and institutions, laws, policies)?
  15. What are the key project achievements thus far that could be sustained? What are the lessons learned, good practices/experiences that are worth highlighting?
  16. Is the project likely to produce a tangible impact on target groups, systems, institutions?
- Next steps
17. Are there any suggestions, recommendations for further programming (i.e., per each of the main technical areas of the project)?

The evaluator may adapt the evaluation questions. Such adaptations should be agreed with the evaluation manager and reflected in the inception report.

#### IV. Management arrangements

##### Evaluation Team

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

##### Requirements

The Evaluation Consultant will have extensive experience in the evaluation of development or social interventions, i.e. in the UN system, an understanding of the ILO's mandate, tripartite foundations, the Decent Work Agenda.

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

Full command of English is required. Working knowledge of Russian would be an advantage.

The Evaluator will be guided by high professional standards and principles of integrity, in accordance with the guiding principles of International Evaluation Associations.

The evaluation will be carried out with the logistical and administrative support of the ILO project staff.

##### Evaluation Timeframe

30 workdays (non-consecutive) during the period of September – November 2019, with the submission of the draft report within two weeks from the end of the field research mission. Travel period from September 22, 2019.

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

(1) Preparatory research & inception report	8
(2) Field research:	10
Week day	Action
Sunday	Travel to Moscow (and preparation of meetings)
Monday-Tuesday	Briefings with Evaluation Manager, Project Manager, technical specialists
Wednesday	Travel to Bishkek and possibly a meeting
Thursday-Friday	Meetings in Bishkek
Sunday	Travel to Dushanbe 3 (after Sept. 27, a holiday)
Monday- Wednesday	Meetings in Dushanbe
Thursday	Travel to the home country

<sup>3</sup> There are only two direct flights between Bishkek and Dushanbe a week – Wednesday/Sunday.



(3) Initial Draft Evaluation Report	8
(4) De-briefing for the ILO/Moscow	1
(5) Finalization of the Evaluation Report	3
Workdays in total:	30

## V. Evaluation outputs/deliverables

- A. Inception report outlining the methodology in English
- B. Initial Draft Evaluation Report in English
- C. Final Evaluation Report in English
- D. Translation of essential parts of the Final Report into Russian (to be arranged by the project).

## VI. Norms and standards

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

The consultant should not have any links to project management, or any other conflict of interest.

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

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