

**EU-funded ILO Project**  
**“Towards Safe, Healthy and Declared Work in Ukraine”**

**INDEPENDENT, FINAL PROJECT EVALUATION**  
**PRESENTATION OF FINDINGS, CONCLUSIONS, LESSONS LEARNED**  
**AND RECOMMENDATIONS**

*Thomas Vasseur, Independent Evaluator*  
*Remote Presentation, 14 April 2023*

**WELCOME To the Presentation**  
**Key Evaluation Topics Covered Today**

- ✓ **Objectives of the evaluation**
- ✓ **Evaluation's methodology and key steps**
- ✓ **Key findings**
- ✓ **Conclusions, lessons learned and best practices**
- ✓ **Recommendations**
- ✓ **Questions and answers**

## Objectives of the evaluation

- **Purpose: project performance & contribute to improving future programmes**
- **Objectives:**
  - **Alignment to country needs against a changing context**
  - **Determine project effectiveness**
  - **Assess implementation efficiency**
  - **Assessment of impact**
  - **Sustainability**

## Evaluation Methodology and Timeline

- **7 (OECD) evaluation criteria**
- **Data collection tools, limitations**
- **Key steps**
- **Drafting the evaluation report**

## Evaluation Findings – 1. Relevance & Strategic Fit

### Reasons for strong validity of project design:

- Second phase of an initial phase with strong long-term strategic vision
- A project completely aligned with national development priorities
- Acknowledgment of ILO technical expertise...
- ... And a way to deliver expertise beyond technical
- The ability to consult and listen to stakeholders

## Evaluation Findings – **2. Coherence & Validity Of Project Design**

### Reasons for strong validity of project design:

- **The Theory of Change is grounded in reality, analysis & regular consultations keeps design relevant & adjusted**
- **Coherence in combining standards alignment, capacity building & practical implementation**
- **Coherence maintained in war context, addressing crisis priorities without losing sight of necessary reforms**

## Evaluation Findings – 3. Project Progress & Effectiveness

- **Strong project performance, with targets reached quantitatively & qualitatively...**
- **... in a very challenging & changing context (COVID-19, war)**
- **Profound reform preparation work under outcome 1 (UDW, OSH draft law), affected by war context, pending CMU validation**
- **Highly effective “crisis track” response**

## Evaluation Findings – 4. Efficiency Of Resource Use

- **Highly efficient use of resources: strong results with modest resources**
- **Strong value for money, not only in terms of costs per activity**
- **The team dedication that compensated for its small size in number of staff as a key factor of efficiency of human resource**
- **Repurposing limited resources has led to great impact in the crisis response**



## Evaluation Findings – 5. Effectiveness Of Management Arrangements

- **Proven & tested project procedures have ensured delivery of numerous activities**
- **Responsive and consultative management played a key role in the delivery, adjusting to covid-19 and the timely & relevant response to safety, health, including psychological health risk, especially on the prevention side**
- **Active management on the advocacy side helped maintain key topics afloat and keep social partners dialogue active**

## Evaluation Findings – 6. Impact Orientation

- **The project and results obtained have been strategic in its orientation, both in the short-term response and supportive of Ukraine strategic priorities.**
- **The project approach and repurposing has produced immediate impact (OSH – PSS awareness & prevention) while contributing to ensure the OSH and labour inspection reforms is uninterrupted.**

## Evaluation Findings – **7. Sustainability**

### Reasons For Strong Validity Of Project Design:

- **The project's theory of change is the spine of sustainability of results**
- **This phase has enhanced the likeliness of sustainability of results**
- **However, sustainability of results required the project effort to continue**

## Evaluation **Conclusions**

- **The project embodies the urgent crisis/development nexus through a response that has used development features to address OSH-in-war priorities.**
- **The project is very active on the advocacy level, managing to maintain pressure on the need to reform and practice social dialogue**
- **ILO is not considered “just” as an expert agency, with technical authority, but also as a facilitator and trusted partner**

## Evaluation – **lessons Learned & Good Practices**

- **End of the project as a right time to review how to programme components around key topics and sub topics (OSH, PSS as sub-topic).**
- **The project advocacy has been very active, though informal for a large part.**

## Evaluation Recommendations 1/2

1. Continue supporting Ukraine (and a future phase) in preparing its long-term European integration perspective and normative alignment, while attending pressing needs relating to OSH, UDW and LI, with a follow-up project.
  1. Sub-Recommendation: Consider modular project components to avoid overloaded single projects

## Evaluation **Recommendations 2/2**

- 2. Increase impact of project pleading effort by formulating an advocacy strategy**
- 3. Develop a theory of change with change indicators allowing to track progress on institutional validation of project results**
- 4. Consider the admission of a labour administration, labour inspection and OSH specialist for the ILO DWT/CO-Budapest.**

## **Your Feedback – Open Discussion**

**Questions and Answers**



**THANK YOU FOR YOUR Interest!**