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This evaluation has been conducted according to ILO’s evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.

***Improving Collective Bargaining and Labour Law
Compliance in Ukraine
2011-2012***

Final Internal Evaluation Report

Project financed by the
Government of Canada

and implemented by the
***ILO Decent Work Team and Country Office
for
Central and Eastern Europe in Budapest
(DWT/CO – Budapest)***

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February 2013

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Executive Summary

Brief description of the project

The project Improving Collective Bargaining and Labour Law Compliance in Ukraine (2011-2012) financed by the Government of Canada and implemented by the ILO DWT/CO-Budapest, has brought together two groups of actors – the tripartite constituents and the national labour inspection authorities – to support their efforts in enhancing social dialogue and strengthening the labour inspection system in labour law promotion, both with regards to the working conditions and industrial relations. The project was a response to the needs of the country to have a fully functioning modern labour inspectorate and well established tripartite social dialogue, appropriate to the new realities of industrial relations, with the emergence of the private sector on the employers' side, in contrast to the past when the government used to be the main employer in the country.

The overall goal of the project is “Improved respect for fundamental principles and rights at work in law and practice, including the right to freedom of association and collective bargaining.” The overall goal has been translated into four immediate objectives (also called project outcomes), based on country needs assessments and gap analysis, as follows:

- 1) Improved conclusion and implementation of collective agreements*
- 2) Improved understanding on guidelines and mechanisms regulating collective bargaining*
- 3) The labour inspection system is strengthened and modernized and its staff empowered in performing labour inspection tasks*
- 4) The labour inspectorate, employers' and workers' organizations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation*

The methodology of implementation of the project determined that, in its initial stage, the project was presented to relevant government structures and social partners, with consultation meetings held to tailor action plans. The key stakeholders were brought together in the Tripartite Steering Committee which consisted of the government, trade unions and employers' representatives, representatives of the labour inspection services, the donor and other stakeholders. Research was carried out in the specific areas identified by the project team and its constituents and findings were submitted to the Steering Committee to obtain inputs and feedback. National workshops were conceived to disseminate results among key national stakeholders and representatives from the other partner agencies and institutions. Final consultations at the end of the project were planned to discuss the results for each of the specific project objectives to solidify the foundations for further work and sustainability. Moreover, the project engaged partners in extensive capacity building efforts. Government representatives and workers' and employers' organizations were exposed to the experience of other countries, within and outside the region, including through study visits and training.

The project was managed by a project team comprised of a National Project Coordinator

and a Project Assistant based in Kiev, with technical backstopping by the specialists of the ILO DWT/CO-Budapest and relevant technical departments at ILO HQ (DECLARATION, LAB/ADMIN).

Purpose, scope and clients of evaluation

The purpose of this internal project evaluation is to assess progress made and make recommendations on how to improve sustainability of achieved results. It is also to ensure accountability to the Donor.

The evaluation objectives are to:

- review the achievements of the Project by assessing to what extent the stated objectives and major outputs have been achieved;
- review the efficiency and effectiveness of the project implementation;
- review to what extent the project is still relevant and is continuing to meet the needs of its original target groups;
- draw conclusions in terms of the progress made and make recommendations for future actions beyond the end of the project (i.e. what is the scope and potential for activities being sustained without technical assistance by the ILO).

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

- The ILO DWT/CO-Budapest
- The ILO Headquarters management and backstopping units
- The tripartite constituents
- The Donor

Methodology of evaluation

The evaluation process follows the ILO Policy Guidelines for Results-Based Evaluation (2012) and EVAL Guidance Note on Internal Evaluation for Projects. It is guided by the DAC criteria for evaluating development assistance.

The evaluation is based on the review of relevant documents, i.e. the Project Document, progress reports, mission reports, meeting reports, TORs, publications and communication materials produced with the help of the project. It is also based on the findings obtained through individual and group interviews with the national stakeholders, as well as with the ILO Senior Specialists, National Coordinator in Ukraine, National Project Coordinator and other staff. The evaluation did not conduct an appraisal of financial operations and of the state of administrative accounts related to the project.

Interviews were carried out during a field mission to Kiev on February 20-21, 2013. The field mission was prepared by the ILO DWT/CO-Budapest in conjunction with the project team in Kiev who scheduled the meetings, provided interpretation as necessary and made all relevant project materials available to the evaluator. On February 21, 2013 the

evaluator participated in the final meeting of the Project Steering Committee where the constituents presented the achievements of the project.

Summary of findings, conclusions

The project has successfully implemented an inter-related set of actions and strategies. The approach was logical and of high quality with a well thought through sequence of steps building one on another.

The project was truly tripartite. All the three parties participated in the work on equal footing and there was a high level leadership engagement and participation, which demonstrates a high level of political commitment to the project objectives.

Relevance

The project was appropriate and extremely relevant to the needs of the partners and well suited to the policies and priorities of the target groups. The respondents were unanimous in emphasizing the usefulness and timeliness of the project, as it was designed as a response to the real burning needs of the partners triggered by the ongoing administrative reform, as well as the new national collective bargaining campaign, which coincided with the period of project implementation. It was also a response to the longer-term challenges related to the overall transformations in the structure of economy, social and labour relations.

Efficiency

The overall management approach was efficient and flexible in adapting to the ongoing trends and the country context. The project established good synergies and partnerships with other technical cooperation projects with corresponding agenda, thus enabling to maximize its resources (not only funds, but also knowledge base, human resources and expertise).

Effectiveness

Collective bargaining component: The project has effectively supported the government and the social partners in upgrading their skills and knowledge to enable them to better engage in collective bargaining and promote the right to collective bargaining in general. It helped to expand the local knowledge base, make international experience and expertise available, support the formulation of policy-oriented recommendations. These technical inputs have been put to practice by the constituents thus leading to the adoption of a new law on social dialogue, amendments to the law on collective agreements, modernization of the contents and structure of the new nation-wide collective bargaining agreement with a cascading effect on the other levels of collective bargaining (sectoral, regional and so forth).

Labour inspectorate component: The project created a modern, up-to-date knowledge base for labour inspectors and established an internal training capacity within the Labour Inspectorate. The training course developed for the Labour Inspectorate proved to be

extremely useful for all three constituencies. The trade unions were able to adapt it to their own training needs. The employers used the course to educate their members on the role and functions of the labour inspectorate. In the overall, the project promoted a change of paradigm in the work of the labour inspectorate, shifting the focus from a punitive to preventive approach. The Labour Inspectorate acquired new skills and tools in public campaigns and new statistical data collection system that would enable risk-oriented monitoring and better targeted inspections.

Sustainability

There is a strong national ownership of the outcomes of the project. The changes and new approaches have already become part of the social dialogue policies and practices. This work will continue and go on by itself based on an updated legislative framework, changes introduced into the draft of the new nation-wide tripartite agreement, as well as new sectoral and regional agreements.

Sustainability of the labour inspectorate component is also good, with all new labour inspectors receiving training based on the new training course in accordance with the new training strategy. New public outreach mechanisms have been tested and became part of the normal work of the Labour Inspectorate. The project managed to contribute to a change in the overall vision of the role of the labour inspectorate whereby an old, overwhelmingly controlling approach has been replaced with a more comprehensive, tailored approach where there is a higher emphasis on prevention. All the above confirms that most of the tools and knowledge have been adequately absorbed and institutionalized.

Recommendations

1. There should be a solution put in place to retain the knowledge base created by the project, systematize all the materials and keep them accessible electronically and/or in print, with the possibility of an additional circulation of the training manual on labour inspection, in particular. At the same time there should be a strategy on how to keep the relevant institutions and their new staff from all over the country informed about the availability of these materials and how to access them. Finally, there should be the possibility to update and amend the materials on a regular basis to keep them current.
2. Competencies and relations developed by the country staff of the project should be retained, to the extent possible, for ensuring adequate follow up.
3. Internet technologies (webinars, distance education) should be used more extensively in future training of the constituents and the trade unions, in particular, further to an expression of interest from their side.
4. Concerning the design of new projects, it would be advisable in future to engage Decent Work Teams & Country Offices to a greater extent in the formulation of project documents and performance monitoring frameworks. This would help to better target action, bring proposed strategies and solutions closer to real needs on the ground, and reduce adaptations needed during actual implementation.

5. For new projects of this type and scope, a duration of at least three years is recommended, so there is enough time to make a difference.
6. It will be crucial to closely monitor further developments concerning the new information system (statistical database) to ensure it is put to use, data is entered and there are local resources available for its maintenance.

Main lessons learned:

1. Participatory approach was one of the keys to the success of the project: The project's highly participatory approach provided for an active involvement of the constituents and partners in accordance with actual needs and contexts, thus allowing cooperation among all entities, an increased sense of trust between different stakeholders and local ownership not only of the process, but also of the tools.
2. Flexibility helped ensure high relevance of the project: One of the particular features of the project has been its flexibility in adapting to the external environment and adjusting to the real needs of the partners on the ground. The strategy and activities were adapted to the changing dynamics of the national context and incorporated feedback obtained from the national stakeholders, as well as intelligence from studies and research, which enabled the project to stay relevant.
3. Too short implementation timeframes create constraints for the action: With the originally envisioned duration of 18 months, the project faced serious time constraints, but these were successfully overcome thanks to the availability of skilful staff already familiar with the ILO, a good management team at the national and DWT/CO level and, finally, the no-cost extension generously granted by the donor. However, the lesson learned is that this kind of project, with a technically complex agenda, does need to be given sufficient time to make a difference.

1. *Project background and context*

The project “Improving Collective Bargaining and Labour Law Compliance in Ukraine” financed by the Government of Canada and implemented by the ILO Decent Work Team and Country Office for Central and Eastern Europe (DWT/CO-Budapest) brings together the key actors in the field of labour employment in Ukraine to support their efforts in enhancing the potential of social dialogue to deliver effective realization of the right to organize and bargain collectively and strengthen the capacity of the inspection system to enforce labour legislation and collective agreements.

Ukraine is a lower middle income country with a total population of over 41 million people, including an economically active population of over 22 million (2010, ilo¹). The country has been undergoing intensive economic and social reforms over the past 20 years. It was significantly affected by the global economic crisis of 2008 but is gradually recovering with GDP growth of 4.2% in 2010 and 5.2% in 2011, compared to minus 15% in 2009¹. The social impact of the crisis cannot be overestimated, although it is hard to capture from the statistical data available. The 'grey wage' economy remains an issue and there are some alarming trends in occupational accident statistics.

As stated in the Decent Work Country Programme for Ukraine 2012-2015 ², for the past ten years the ILO has assisted Ukraine in reforms of the legal framework and institutional foundations of social dialogue, as well as in collective bargaining and labour law enforcement.

An analysis of the situation and a needs assessment, conducted at the setup of the project, identified a number of important areas for ILO's cooperation, including the capacity of national stakeholders to carry out collective bargaining, understanding of labour laws, enforcement of labour legislation, functioning of the labour inspection machinery, coordination between different labour inspection services, and other issues, as outlined in detail in the Project Proposal.

The list of critical areas and challenges included: practical implementation of collective bargaining; incidence and quality of collective bargaining in various sectors, occupations and regions; overall environment for collective bargaining; relevant rules, laws and procedures; and understanding of the importance of social dialogue by the executive authorities and other actors. It also included issues related to the functioning of the labour inspectorate and to effective labour law promotion and enforcement for working conditions in general and industrial relations and collective bargaining in particular.

This analysis of challenges and critical areas enabled the concept of the project to be elaborated to engage two sets of institutional actors – the tripartite partners and the labour inspection system - through concerted, mutually complementing action, with the overall aim of improving compliance with the fundamental principles and rights of labour employment, in law and in practice, in accordance with international commitments and

¹ <http://www.worldbank.org/en/country/ukraine>

² http://www.ilo.org/budapest/what-we-do/decent-work-country-programmes/WCMS_183428/lang-en/index.htm

ILO Conventions ratified by Ukraine.

2. *Project description*

2.1 Timing and overall duration

The initial project duration was 18 months, beginning in April 2011 and ending in September 2012. The actual start of the project was slightly delayed to July 2011 and the end of the project was moved to December 31, 2012, on a no-cost extension basis, thus bringing its overall duration to 21 months.

2.2 Sources of finance

The total budget of the project amounts to USD 302,356 donated by the Government of Canada. Additional resources for selected activities (e.g., to enable participation of project partners in subregional events, to develop a registration system for the labour relations inspectorate, etc.) were provided by the ILO on an ad hoc basis from its Regular Budget Supplementary Account.

2.3 Management of the project

The project was decentralized to the ILO DWT/CO-Budapest, with technical backstopping by the Senior Specialist on Labour Law and Social Dialogue and the Senior Specialist on Labour Inspection at ILO DWT/CO-Budapest, as well as the DECLARATION and LAB/ADMIN departments at ILO Headquarters in Geneva.

The project employed two national staff, a Project Coordinator and a Project Assistant, based in Kiev, Ukraine. The National Project Coordinator was responsible for day-to-day management and implementation of project activities. The project office was provided by the Ministry of Social Policy at no cost as an in-kind contribution.

2.4 Target groups and beneficiaries

The target groups were selected to represent the key national stakeholders in the field of collective bargaining and the labour inspection system. They included employers' and workers' organizations, the Ministry of Social Policy, the State Labour Inspectorate for Labour Relations, territorial labour inspectorates, the judiciary, and tripartite social and economic councils. The target groups were involved in all phases of the project, from initial definition of the scope of action and strategy to active participation in project activities. Moreover, the project aimed to involve national and international institutions and other UN agencies, particularly UNDP, that are active in government and civil society reform.

The beneficiaries of the project were divided in the Project Document into two groups – direct and ultimate. The direct beneficiaries, or those groups that would benefit from the project activities (in the near term), are workers' and employers' organizations, the judiciary, tripartite social and economic councils and labour inspectors. The ultimate beneficiaries, or those groups that would likely benefit from the outcomes of the project

(in the longer term), were defined as Ukraine's workers, employers and foreign investors.

2.5 Overall goal and immediate objectives

Overall goal of the project

The overall goal of the project (also called ultimate outcome and development objective in various project documents) is "Improved respect for fundamental principles and rights at work in law and practice, including the right to freedom of association and collective bargaining."

Immediate objectives

The overall goal has been translated into four immediate objectives (also called project outcomes), based on country needs assessments and gap analysis, as follows:

Immediate Objective 1: Improved conclusion and implementation of collective agreements

Immediate Objective 2: Improved understanding of guidelines and mechanisms regulating collective bargaining

Immediate Objective 3: The labour inspection system is strengthened and modernized and its staff empowered in performing labour inspection tasks

Immediate Objective 4: The labour inspectorate, employers' and workers' organizations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation

2.6 Implementation strategy

The project aimed to address gaps in the effective realization of the right to organize and bargain collectively, by improving the capacity of stakeholders to carry out and promote collective bargaining, minimizing collective disputes, facilitating understanding of the collective bargaining framework, and raising the enforcement levels of national legislation and collective agreements through the maintenance of an effective labour inspection system.

The methodology of project implementation determined that, in its initial stage, the project was presented to relevant government structures and social partners, with consultation meetings held to tailor action plans. The key stakeholders were brought together in the Tripartite Steering Committee, which consisted of the government, trade unions and employers' representatives, representatives of the labour inspection services, the donor and other stakeholders.

An initial gathering of information on targeted issues enabled better identification of gaps in policy that needed to be filled. Research was carried out in the specific areas identified by the project team and its constituents and findings were submitted to the Steering Committee to obtain inputs and feedback.

National workshops were conceived to disseminate results among key national stakeholders and representatives from the other partner agencies and institutions. Final consultations at the end of the project were planned to discuss the results for each of the specific project objectives to solidify the foundations for further work and sustainability.

Moreover, the project engaged partners in extensive capacity building efforts. Government representatives and workers' and employers' organizations were exposed to the experience of other countries, within and outside the region, including through study visits and training.

2.7 Expected outputs and activities

According to the project document, the expected outputs are as follows:

- Output 1.1: Social partners hold the skills necessary to engage in effective and modern collective bargaining.
- Output 1.2: Capacity of government officials to promote and respect the right to collective bargaining is strengthened
- Output 2.1: Officially endorsed consensus paper is produced
- Output 3.1: A national labour inspection action plan is drafted and endorsed through tripartite consultation.
- Output 3.2: Labour inspectors are trained in modern administration and inspection practices.
- Output 3.3: Labour inspection tools are improved to allow for better planning of inspection activities and the evaluation of the impact of labour policies at the enterprise level
- Output 4.1: Improved understanding of labour inspection services and relevant legislation

The planned types of activities included: studies, training (including Training of Teachers (ToT), facilitation of policy dialogue (roundtables), technical assistance with action planning, data collection and an awareness-raising campaign. A detailed list of activities envisaged under each of the outputs is presented in the TOR attached.

3. *Evaluation purpose and method*

3.1 Purpose

The purpose of this internal project evaluation is to assess progress made and make recommendations on how to improve sustainability of achieved results. It is also to ensure accountability to the Donor, Government of Canada, as stipulated in the Project Document, *Chapter G Measuring Project's Success*.

3.2 Objectives

The evaluation objectives are to:

FIRSTLY, review the achievements of the Project by assessing to what extent the stated objectives and major outputs have been achieved;

SECONDLY, review the efficiency and effectiveness of the project implementation;

THIRDLY, review to what extent the project is still relevant and is continuing to meet the needs of its original target groups;

FINALLY, draw conclusions in terms of the progress made and make recommendations for future actions beyond the end of the project (i.e. what is the scope and potential for activities being sustained without technical assistance by the ILO).

3.3 Clients of the evaluation

The evaluation serves the following - external and internal - client groups:

- The ILO DWT/CO-Budapest
- The ILO Headquarters management and backstopping units
- The tripartite constituents
- The Donor

3.4 Methodology

The evaluation process follows the ILO Policy Guidelines for Results-Based Evaluation (2012) and EVAL Guidance Note on Internal Evaluation for Projects, and is guided by the DAC criteria for evaluating development assistance.

The evaluation did not conduct an appraisal of financial operations and of the state of administrative accounts related to the project.

The evaluation is based on the review of relevant project documents, i.e., the project document, progress reports, mission reports, meeting reports, TORs, publications and communication materials produced with the help of the project. It is also based on the findings obtained through individual and group interviews with the national stakeholders, as well as with the ILO Senior Specialists, National Coordinator in Ukraine, National Project Coordinator and other staff.

Interviews were carried out during a field mission to Kiev that took place on February 20-21, 2013. The field mission was prepared by the ILO DWT/CO-Budapest in conjunction with the project team in Kiev who prepared the agenda, organized country meetings, provided interpretation as necessary and made all relevant project materials available to the evaluator. On February 21, 2013, the evaluator participated in the final meeting of the Project Steering Committee where the constituents presented the achievements of the project. Additional distance interviews were arranged with the Senior Specialists of the DWT/CO-Budapest backstopping the project. A detailed list of meetings and interviews can be found in Annex II.

4. *Brief overview of the work done*

Below are highlights of the main activities and work done under the key thematic areas, based on the reports prepared by the project.

Collective bargaining

A study³ was conducted to assess the impact on the realization of free and voluntary collective bargaining of recent and proposed legal changes and to assess current legal and institutional gaps affecting the effective, efficient and coordinated functioning of collective bargaining machinery at various levels (including national and regional; sector and company).

Templates for collective agreements at the national, regional, sectoral and company levels were discussed at the workshop attended by 40 government officials and workers' and employers' representatives. The workshop was facilitated by the ILO Senior Specialist on Labour Law and Social Dialogue from the ILO DWT/CO-Budapest.

Further to the workshop, it was decided to adjust the focus of the project by adopting a more holistic approach that would address the root causes of social dialogue problems that lie above the company level. The tripartite constituents requested the project to develop guidelines on collective bargaining at various levels, instead of collective agreement templates at the company level, as was originally planned.

Recommendations formulated by the project to address the shortcomings identified and to bridge the existing legal and institutional gaps were validated by the tripartite constituents and now serve as a guiding tool for on-going collective bargaining at the national level. The draft of a new nationwide collective bargaining agreement was developed on the basis of technical guidance and advice provided by the project (its signing was expected by the end of 2012, but has been recently postponed).

A three-day training course "How can the Government promote collective bargaining" for 30 labour administration officers from the capital and the regions took place in Kiev, on July 16-18, 2012. The training was conducted by an international trainer and ILO senior specialist in labour law /social dialogue. For this purpose, the ILO handbook "How to promote collective bargaining" was adapted to the Ukrainian context by the Canadian author.

A tripartite round-table discussion on "Legal Framework and Current Practices of Collective Bargaining in Ukraine: Way Forward" was held in Kiev on November 20, 2012, thus being the final thematic event devoted to social dialogue and marking the end of the project. The participants summarized the achievements of the project and brainstormed on the emerging issues and challenges, including the reshuffling of government positions, delays with the adoption of a new Labour Code, areas for improvement in the legal frameworks including the Law on Social Dialogue, as well as the scope and application of collective bargaining agreements, and other issues.

Law compliance

³ Nadia Zar'ko "Legal Basis and Current Practices of Collective Bargaining in Ukraine" – ILO, Kiev, 2012

Guidelines on how to develop strategic planning for labour inspection and a specific action plan were delivered and endorsed following a needs assessment of the Ukrainian labour inspection system.

The needs assessment, and meetings organized with the beneficiaries, led to the review of some outputs to be provided by the project. An updated cost analysis led the ILO to look for, and allocate, additional funds to secure quality results for the beneficiaries.

The project has contributed to the national debate over labour inspection reform. A high-level meeting was organized in cooperation with the Federation of Trade Unions of Ukraine bringing together key actors from the Government, the social partners and academia. The meeting was followed by a press-conference widely covered by the Ukrainian media. The main outcome of the meeting was a validated recommendation to the President of the Republic and the Government on the practical measures to be taken so that Ukraine meets the requirements of international labour standards on labour inspection. This tripartite commitment has been seen in Ukraine as a milestone for the future.

Both labour inspection services and social partners were exposed to the good practices of labour inspection campaigns in the subregion: five Ukrainian labour inspectors and social partners attended a subregional workshop devoted to labour inspection campaigns (at Skopje, FYR of Macedonia, 29-30 November 2011). The Ukrainian stakeholders appreciated the effectiveness and efficiency of the labour inspection campaigns and their input to overall labour law compliance. Such international exposure was crucial to identify the themes, tools and methods of the Ukrainian labour inspection campaign.

Twenty workers' representatives and a similar number of employers' representatives have successfully completed the training course "*Labour Inspection. What it is and what it does*" on the role of labour inspection in the Ukraine. The training sessions were based on the ILO's LAB/ADMIN tools and conducted by an international trainer from Spain and the ILO Senior Specialist in labour inspection/administration from the ILO DWT/CO-Budapest. The booklets "*Labour Inspection. What it is and what it does*", which separately target employers and workers, were adapted into Ukrainian with 500 copies printed of each, and disseminated among state institutions and social partners.

A national campaign to raise workers' and employers' awareness of the role of labour inspection, the main rights and obligations of workers and employers, wages, working time, and undeclared work, has been launched in cooperation with the Labour Relations and the Occupational Safety and Health inspection services. The campaign, launched on September 17, 2012, used as its main communication tools a poster and five thematic booklets prepared by the project, and press conferences and workshops organized in all regions of the country (a detailed report on the campaign in Russian is presented in Annex III).

An in-depth analysis of the available national computerized registries of the labour inspection system was completed in 2011. It was found that the existing registries were outdated and could not meet the strategic and operational needs of the labour inspection

service. TORs for a new database were worked out in consultation with the Labour Inspectorate in 2012. A local company contracted by the project to develop the new database for the labour relations inspection was identified through the ILO's standard procurement procedures while additional funds were raised within the ILO to cover database development. The database was produced using the harmonized statistical indicators on labour inspection recommended by the ILO. Ukraine will be the first country to use these indicators, thus being in a position to be recognized as a representative of good practice. The on-going works to develop the database were finalized in early 2013 thanks to the additional funding raised by the project.

Training needs assessment was conducted and a training strategy was presented and endorsed, accompanied by a training programme for which the ILO has provided additional resources. A comprehensive curriculum composed of twelve different modules developed by the ILO's Labour Administration Department (LAB/ADMIN) and the ILO International Training Centre in Turin called "Building Modern and Effective Labour Inspection Systems" was adapted into Ukrainian, published with 300 copies and used in two training classes. The course emphasizes prevention over punishment, thus promoting a clear shift from the previous paradigm in the work of the Labour Inspectorate. The curriculum can also be used as a manual on labour inspection and is available to all regional offices in the country.

Twenty-five labour inspectors and five social partners followed a five-day training of trainers on "Building Modern and Effective Labour Inspection Systems", which was held in Kiev, from 14 to 18 May, 2012. The training provided an important step forward toward creating an internal training capacity within the labour inspection services. The ILO backstopped the preparation of the follow-up training using a group of ten labour inspectors already trained by the project.

The follow-up training was delivered as a three-day intensive workshop for 55 participants representing both national labour inspectorates, on September 18-20, 2012. The training methods were interactive and innovative using four simultaneous sessions, which proved to be highly cost-effective allowing the training of a large number of labour inspectors, while consolidating the training capacities of the new trainers.

In sum, the project translated into Ukrainian, published and disseminated modern guiding materials and handbooks, based on international good practice; it supported the adaptation of guiding materials to the country context; and widely disseminated research outputs and communication materials.

The project helped with the training of trade union activists at enterprises – a much needed requirement for which there is practically no finance or other resources. According to the TU representatives, there are presently over 80,000 primary TU organizations in the country and the Training of Trainers provided by the project has been used in modernizing the unions' training contents and approach.

5. *Assessment of the project*

5.1 Rationale/Relevance

According to the assessment interviewees, the project was appropriate and extremely relevant to the needs of the partners and well-suited to the policies and priorities of the target groups. From the start, project formulation was based on consultations with partners with due regard to the ILO's overall country cooperation framework, Decent Work Country Programme (DWCP) for 2008-2010, and proposed technical support in the enforcement of the labour code, targeting labour inspectors and social partners (under DWCP Priority 1). The respondents were unanimous in emphasizing the usefulness and timeliness of the project, as it was designed as a response to the real needs of the partners triggered by the ongoing administrative reforms, and the new national collective bargaining campaign, which coincided with the period of the project, as well as longer-term challenges related to the overall transformations in the structure of the economy, and social and labour relations.

The project organized a good mix of activities, both tripartite and individual, thus addressing the variety of needs of partner organizations.

As the institutional and policy environment changed over the period of project implementation, such changes gave rise to new needs for the constituents, which are outlined in the text below (see Challenges section).

Conclusion: relevance of the project is high.

5.2 Efficiency

Management

The overall management approach was efficient and flexible in adapting to the ongoing trends and the country context. The project workplan was developed jointly with the constituents and adequately adjusted during the period of implementation, to account for the changing realities and emerging needs.

The time allotted to the project was utilized efficiently, which is demonstrated by the high quality and significant number of outputs and activities delivered in the limited timeframe available. Several activities, i.e., on the labour inspection component, were delayed due to external factors. Such delays were justified and adequately explained in the progress reports.

The no-cost extension granted to the project for the fourth quarter of 2012 enabled it to finalize most of the activities and bring the results to their logical conclusion. Work on one of the outputs – finalization of the new registration system for the State Labour Inspectorate – continued through February 2013, beyond the end date of the project, and the DWT/CO-Budapest managed to attract additional resources to ensure its successful completion. Similarly, the workshop on “Strengthening Labour Law Compliance in Ukraine: Way Forward” was delivered on February 5, 2012 as a separate activity, although logically it was connected to the project.

With regard to the use of funds, it should be noted that on several occasions the project had recourse to additional funds from the ILO Budapest and LAB/ADMIN to cover selected outputs and activities. For example, extra funding was provided to cover participation of five participants from Ukraine in a subregional workshop on labour inspection campaigns in Macedonia in November 2011, and for the development of a new database for the Labour Relations Inspectorate. In sum, the amount of funds spent on project-related activities appears to be bigger than the budget of the project. This can be seen as a strength of the project, which enjoyed very robust support from all the stakeholders.

Internal monitoring and record-keeping

The project was well documented with clear and concise records of activities displaying a balanced presentation of views of the three parties to the social dialogue. The project records are well organized, complete and accessible.

As the project started, the ILO convened meetings with the national stakeholders to define the main steps and agree on the work plan. A detailed project Performance Management Framework was prepared at the initial stage, but apparently was not quite operational, because of certain inconsistencies in the formulation of indicators, their measurement and the overall logic.

The project monitoring system included an updated workplan, meeting minutes, mission reports, activity reports, meetings between the project coordinator, ILO NC and the broader project team with the involvement of Senior Specialists of DWT/CO-Budapest, participation in DWT/CO-Budapest programming meetings and, finally, this internal review of the project. Narrative technical progress reports were provided to the ILO Headquarters on a timely basis (every 6 months).

Synergies and partnerships

The project established good synergies and partnerships with other technical cooperation projects with corresponding agenda, thus enabling maximization of its resources (not only funds, but also knowledge base, human resources and expertise). The list of projects with which the project established links included preceding initiatives, such as the ILO/EU funded project "Gender equality in the world of work in Ukraine" that ended in 2011, and ongoing projects, including the Norwegian-funded "Harmonizing labour inspection data to improve the monitoring of Decent Work", the EU-funded "[Improving safety and health at work through a Decent Work agenda](#)," and the Swedish SIDA-funded project on labour dispute resolution that started in 2012. Co-financing was obtained from the Norwegian project for the development of one of the outputs (a new database for labour inspection).

Conclusion: the project was extremely efficient.

5.3 Effectiveness in achieving expected results

Collective bargaining component

(Immediate Objective 1: *Improved conclusion and implementation of collective agreements*; Immediate Objective 2: *Improved understanding of guidelines and mechanisms regulating collective bargaining*)

Changes sought by the project were closely inter-related and targeted capacities and the policy environment. The project has effectively supported the government and the social partners in upgrading their skills and knowledge to enable them to better engage in collective bargaining and promote the right to collective bargaining in general. It helped to expand the local knowledge base, make international experience and expertise available, and support the formulation of policy-oriented recommendations.

Below are the main changes/results evidenced by the documentation and reported by the constituents:

- 1) The national legislative framework was modernized with the adoption of a new Law on Social Dialogue and amendments to the Law on Collective Bargaining (of 1993), which was outdated. The law on social dialogue is a breakthrough; it envisions four types or forms of social dialogue policy documents, including Social Pacts – a form that has never existed in the country before.
- 2) National social dialogue practices and their organizational basis were improved. The quality of negotiations between the government and the social partners improved as well. It became easier to understand each other and reach compromise solutions.
- 3) The national system of collective bargaining has been upgraded to become truly tripartite, with the newly established employers' organizations joining in on an equal footing. These changes can be broadly described as a transformation of the social dialogue process, which is no longer seen as only a dialogue between the Government and trade unions. This development has marked a real change of mindsets and culture.
- 4) A new General Tripartite Agreement was drafted in a record short time (from May to December 2012), thanks to the quality of advice made available with the help of the project, i.e., recommendations based on the study "Legal Basis and Practices of Collective Bargaining in Ukraine".
- 5) A first ever Social Pact on Employment (called National Jobs Pact) was adopted and signed by the tripartite constituents in June 2012.
- 6) New terms of registration of collective bargaining agreements have been developed, based on an informative (as opposed to permissible) approach.
- 7) Further to the progress made at the national level, social dialogue practices at the sectoral level have improved as well, based on the training, study, recommendations and guidance that became available. For example, the draft of the new sectoral agreement in the mining industry was prepared in February 2013, based on the new vision, with a reference to the recommendations of the

above mentioned study.

- 8) There have been reported changes in attitudes of the social partners as an effect of the project which provided a 'neutral' space for debates. According to the respondents, the trade unions have become more proactive, more confident in their capacities. They now formulate their claims in a more distinct manner and consequently are putting stronger pressure on partners. The employers' attitudes have also changed, they have become more open for dialogue and the quality of dialogue has also improved. Attitudes have become less confrontational and more open to change and modernization.

Labour Inspection component

(Immediate Objective 3: The labour inspection system is strengthened and modernized and its staff empowered in performing labour inspection tasks

Immediate Objective 4: The labour inspectorate, employers' and workers' organizations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation)

- 1) The project created a modern, up-to-date training course for labour inspectors and established an internal training capacity by training a group of 40 trainers from within the Labour Inspectorate. All three constituencies are extremely positive about the usefulness of the training course. It helped fill the gap resulting from the absence of a training centre at the State Labour Inspectorate. The training manual is very instrumental and reader-friendly, explaining how to plan work and implement it. It was adapted to the Ukrainian context and legal framework. The progress made so far enables a conclusion that the labour inspectorate will be in a position to effectively implement the new training approach and train labour inspectors on an ongoing basis.
- 2) The public awareness-raising campaign under the slogan "Labour inspection will help you at the workplace" conducted by the Labour Inspectorate in 2012, with the technical support of the project, brought very good results. According to the Labour Inspectorate public relations department, it reached an estimated 200,000 persons around the country. It helped improve the image of the Labour Inspectorate, raise awareness of its purpose, increase the quality of its services, and strengthen the qualifications of staff at the territorial branches. Unfortunately, in the opinion of the employers' representatives, outreach to employers under the current campaign was not quite so strong, but such deficiencies can be corrected under future campaigns organized by the Inspectorate, based on the newly acquired skills.
- 3) The new Database (or data collection system) for the Labour Inspectorate, developed with the help of the project, is a big step forward. It allows for risk-oriented monitoring to help better target work, avoid unnecessary inspections, and increase overall efficiency. It is based on best international standards and could serve as a model for other countries if properly used.
- 4) The project helped promote an integrated approach to the work of two major

labour inspectorates, the State Inspection on Labour Issues and the State Service for Industrial Safety and Mining, and it improved cooperation between these institutions. The State Service for Industrial Safety and Mining was originally not included in the list of partners, but thanks to the project its specialists were able to participate in training and other activities.

- 5) The project built bridges and enhanced cooperation between trade unions, employers and the labour inspectorate, establishing communication links that had been missing before. For example, in 2012 a new consultative body, the Public Council, was established under the Labour Inspectorate with the participation of unions and employers. Thanks to the project, the unions developed a targeted national programme for occupational safety improvement, which they currently promote. The programme was conceived as a practical instrument to implement state OSH policy, in a spirit of compliance with labour legislation, and has been submitted for consideration by the national parliament.
- 6) As a result of participation in the project, employers developed an initiative aimed at optimizing occupational accident reporting at enterprise level and reducing the number of duplicate forms that have to be submitted to various institutions.

Conclusion: The project was effective in achieving the expected results.

5.4 Sustainability of outcomes

The strategy of the project took into account the sustainability of expected outcomes by establishing consultative processes that ensured a strong commitment to the project by the constituents involving strengthening of their technical knowledge and capacity with regard to best international experiences, availability of technical advice on improvement of the normative base, wide dissemination of research and information and partnership with other projects working on similar topics.

Sustainability of the collective bargaining component of the project is high. According to the constituents, the project produced a significant practical effect and there is a strong national ownership of the outcomes. The changes and new approaches have already become part of social dialogue policies and practices. This work will continue by itself based on the changes introduced into the new nationwide tripartite draft agreement, where even the contents, titles and sequence of presentation of the text have been revised and modernized. Moreover, the innovations introduced into the general agreement have already been translated into the new sectoral and regional agreements.

Sustainability of the labour inspectorate component is also good, with all new labour inspectors receiving training based on the new training course in accordance with the new training strategy, which confirms that the tools and knowledge have been adequately institutionalized. However, there are some uncertainties over the future use of project outputs such as the electronic database for the labour inspectorate, due to the reported lack of proper hardware. The new database requires a new server, which is costly, and there are presently no funds available according to a Labour Inspectorate official.

Although the database cannot be put to practical use at the time being, it is being tested in Beta version. There is also a legal collision that will need to be eliminated for the Labour Inspectorate to be able to use the data, and exchange information with other state entities, while remaining compliant with personal data protection regulations.

Conclusion: The overall sustainability is good, but there is one component for which institutional pre-conditions have not yet been fully secured.

5.5 Additional considerations

Gender

Participation of men and women in the project events was balanced and both genders had an equal possibility to benefit from the outcomes of the project. Gender equality issues were reflected in the materials produced by the project, including the study on collective bargaining and its recommendations, and education and training materials for the Labour Inspectors. They were also addressed in the draft of the new General Agreement which is pending adoption. The new statistical data collection system designed with the help of the project has adequate provision for gender-disaggregated statistics. Moreover, it should be noted that the project skilfully used the knowledge base built under the ILO Gender Equality project, by incorporating relevant elements into the newly developed materials.

Knowledge sharing and dissemination of outputs

Exchange of information among national stakeholders and across the regions of the country has been part of the approach of the project. Outputs were broadly disseminated by the project both electronically (i.e., through the website of the ILO DWT/CO-Budapest and webpage of the ILO NC in Ukraine) and in print at expert meetings, seminars and public events, to the members of the steering committee and other stakeholders, and to ILO Headquarters. Publications were further disseminated by the project partners themselves to their regional units dealing with respective issues. The Ministry of Social Policy maintains a section on its website devoted to “Social and labour relations” where the project materials are placed for public access. The Ministry has also circulated project publications and materials to the regional offices.

The public campaign and intensive awareness-raising activities on the role of labour inspection conducted by the Labour Inspectorate, in collaboration with the project, reached out not only to the institutional stakeholders, but also to the population at large, workers and employers (over 200,000 persons in total, according to Labour Inspectorate data).

Donor visibility

All the project documentation, reports and news items feature the donor logo along with the ILO's. Publications of the project have the donor logo on the cover page together with the ILO's and acknowledge that the publication was prepared in the context of a Canada-funded project. Media coverage has been appropriate enabling high visibility for the project and the donor.

Added value (Did the project have unforeseen beneficiaries and results?)

The number and typology of stakeholders originally involved in the tripartite consultations and project work was expanded. The project engaged representatives of OSH inspection, namely the State Service for Industrial Safety and Mining Supervision, which was not originally included in the Project Document but was offered an opportunity to participate in the project training events. As a result, the training course for labour inspectors is also being used by colleagues from OSH inspection, especially one of the chapters that covers OSH and workplace hygiene.

6. *Lessons Learned and Challenges*

Lessons Learned

A number of features of the project can be viewed as lessons for similar initiatives in the future:

1. Participatory approach: The project's highly participatory approach provided for an active involvement of the constituents and partners in accordance with actual needs and contexts, thus allowing cooperation among all entities, an increased sense of trust between different stakeholders, and local ownership not only of the process, but also of the tools.
2. Flexibility and relevance: One of the particular features of the project has been its flexibility in adapting to the external environment and adjusting to the real needs of the partners on the ground. The strategy and activities were adapted to the changing dynamics of the national context and incorporated feedback obtained from the national stakeholders, as well as intelligence from studies and research, which enabled the project to stay relevant.
3. Short timeframes: With the originally envisioned duration of 18 months, the project faced serious time constraints, but these were successfully overcome thanks to the availability of skilful staff already familiar with the ILO, a good management team at the national and DWT/CO level and, finally, the no-cost extension generously granted by the donor. However, the lesson learned is that this kind of project, with a technically complex agenda, does need to be given sufficient time to make a difference.

Challenges

Below are listed needs and challenges of relevance to the main themes of the project, which came out of the meetings with the constituents and could inform future decisions of the ILO and the donor about possible areas for cooperation.

- The project has boosted the ongoing collective bargaining processes. However, in the opinion of partners, challenges in implementing bipartite collective bargaining at the lower level (i.e. enterprises) still exist. This is presumably due to the

relatively low negotiating power of trade unions at the primary level. Such a concern expressed during the interviews echoes views expressed at project events, including the round-table discussion on current practice of collective bargaining, on November 20, 2012. According to the experts, and with reference to the findings of studies commissioned by the project, a significant number of collective agreements are of a merely formal nature, especially in the public sector. There is still a need for overall improvement of collective bargaining practice and implementation of agreements.

- One of the unresolved issues concerns the ability of a new organization (e.g., trade union) to join an existing collective agreement. This issue has not been addressed in the normative documents. It is a source of friction between those parties that participated in negotiating an agreement and those that did not. National legislation should define specific mechanisms for expanding representation by joining existing agreements. Technical advice from the ILO on closing this gap would be highly appreciated.
- A similar issue where ILO support is needed is the equal lack of mechanisms to enable new employers' organizations to join a "main" established employers' organization.
- Another legal lacuna concerns the status of the government as both an executive power institution and also an employer. How should state owned enterprises, such as holdings and concerns, handle collective bargaining? This issue has not been addressed in the existing legislative framework and some legal changes might be needed.
- There is reportedly a gap in the level of training of TU labour inspectors. The Federation of Trade Unions of Ukraine has prepared two concept notes for a project that could help fill this gap. These concept notes were handed over to the evaluator during the interview (hard copy available).
- Another need highlighted by the TU representatives concerns training of negotiators from within the TUs on bargaining skills, tactics and how to handle conflict matters. They see such skills as an important precondition of success in collective bargaining.
- According to the TUs, the current labour employment situation is marked by a growing "aggressiveness of business in the legal sphere, ignoring of norms of ILO Conventions, efforts to minimize state control over working conditions and reduce the number of inspections" – a critical area where a strong support from the ILO is much needed. There is evidence of an active campaign against labour inspections. And a draft law has been recently prepared according to which it would be impossible to conduct inspections without prior notice. This is an alarming development that comes at the time when occupational accident rates in the country are among the highest in the world. Moreover, there are sectors where inspectors have no access at all, for example with small enterprises, despite their

high injury rates and prevalent labour law abuse. In this context, the unions voiced the idea of a tripartite conference, with the ILO's expert support, devoted to the issue of compliance of the country with ILO Conventions on labour inspection.

- The TUs are seeking opportunities to improve their knowledge about how to submit complaints to the ILO and how to exercise their right to comment on draft national reports prepared by the government for the ILO.
- Despite significant improvements in the knowledge base, there is still a lack of materials in a language that would be comfortable for the constituents to use. English language skills are still limited.
- In order to re-establish OSH systems at enterprises, it would make sense to educate employers and business persons on OSH basics at the business start-up stage, because this matter has such an impact on occupational well-being.
- There is a concern among employers about the existence of four different labour inspectorates in the country and an abundant number of overlapping reporting forms. They made a recommendation to the government to streamline this function, establishing one institution instead of four, but they have yet to receive a response.
- The State Service for Industrial Safety and Mining Supervision is in need of a training course for OSH inspectors – similar to that prepared for the Labour Inspectorate and adapted to national legislation.
- Establishing economic incentives for employers to improve working conditions is one of the most difficult issues, for which no feasible solutions have yet been found. International experience and good practice on this subject would be most helpful in crafting national regulations.

7. *Conclusions and Recommendations*

The project was a response to the real needs of the country to have a fully functioning, modern and well established tripartite social dialogue, appropriate to the new realities of industrial relations, with the emergence of the private sector as an employer, in contrast to the past, where the government used to be the main employer in the country.

The project has set very high technical standards corresponding to the best international practices in the work of labour inspectors. Over an extremely short period of time it managed to contribute to a change in the overall vision of the role of the labour inspectorate, whereby the old, overwhelmingly controlling approach has been replaced with a more comprehensive, tailored approach with a higher emphasis on prevention – a change much welcomed by all stakeholders, and the social partners, in particular.

The project was truly tripartite. All three constituent parties participated in the work, on

an equal footing, with high level leadership engagement and participation, demonstrating a strong political commitment to the project objectives.

The project has successfully implemented an inter-related set of actions and strategies. It was efficient and effective in producing the expected outputs, and more even than planned, although some of the results came to fruition shortly after the end of the project.

The approach was logical and of high quality, with a well-thought-through sequence of steps, building one on another. Thus, the project laid out a solid basis for further action. While improving the overall environment for collective bargaining and labour law compliance, much work still needs to be done, i.e., by the constituents themselves, to overcome the remaining challenges.

Recommendations

1. There should be a solution put in place to retain the knowledge base created by the project, systematize all the materials and keep them accessible electronically and/or in print, with the possibility of an additional circulation of the training manual on labour inspection, in particular. At the same time, there should be a strategy on how to keep the relevant institutions and their new staff from all over the country informed about the availability of these materials and how to access them. Finally, there should be the possibility to update and amend the materials on a regular basis to keep them current.
2. Competencies and relations developed by the country staff of the project should be retained, to the extent possible, for ensuring adequate follow up.
3. Internet technologies (webinars, distance education) should be used more extensively in future training of the constituents, and the trade unions in particular, further to an expression of interest from their side.
4. Concerning the design of new projects, it would be advisable in future to engage Decent Work Teams & Country Offices to a greater extent in the formulation of project documents and performance monitoring frameworks. This would help to better target action, bring proposed strategies and solutions closer to real needs on the ground, and reduce the adaptations needed during actual implementation.
5. For new projects of this type and scope, a duration of at least three years is recommended, so there is enough time to make a difference.
6. It will be crucial to closely monitor further developments concerning the new information system (statistical database) to ensure it is put to use, data is entered, and there are local resources available for its maintenance.

ANNEXES

ANNEX I. – Terms of Reference (TOR)

**Terms of Reference for Internal Evaluation of the project:
“Improving Collective Bargaining and Labour Law Compliance in Ukraine”
(UKR/11/01/CAN)**

Donor:

Government of Canada

Implementing Agency:

International Labour Organization (ILO)

Type of Evaluation:

Internal Evaluation

Date & Duration:

February, 2013 (3 days desk work, 5 days drafting the report)

February, 2013 (1-1/2 day mission to Ukraine ,1 day interviews, ½ day roundtable discussion)

Geographical coverage:

Ukraine

Duration of the project:

21 months: 1st April, 2011 to 31st December, 2012

Total amount of the project:

302,356US\$

1. Background and Justification

The purpose of the project was to a) address the present gaps in the effective realization of the right to organize and bargain collectively, by improving the capacity of stakeholders, including at decentralized levels, to carry out collective bargaining and gain understanding of labour laws and regulations; and to b) assist Ukraine in its efforts to strengthen and modernize its labour inspection machinery. The project's strategy, regarding the enforcement of collective agreements, was to assist Ukraine in its efforts to strengthen and modernize its labour inspection machinery. This included working to improve coordination between different existing labour inspection services, both as a means to strengthen the implementation and evaluation of national labour policies and, more specifically, to build the inspection system's capacity to promote collective bargaining and monitor and enforce labour legislation and collective agreements.

In sum, the project aimed to address gaps in the effective realization of the right to organize and bargaining collectively, by *improving the capacity of stakeholders to carry out and promote collective bargaining, minimizing collective disputes, facilitating*

understanding of the collective bargaining framework, and raising the enforcement levels of national legislation and collective agreements through the maintenance of an effective labour inspection system.

Immediate Objective 1: Improved conclusion and implementation of collective agreements

Output 1.1: Social partners hold the skills necessary to engage in effective and modern collective bargaining.

1.1.1: Bargaining templates are updated and modified to act as an effective model for negotiations at the sectoral and company levels.

1.1.2: One training session is held for employer organizations and their members on effective techniques to negotiate and implement collective agreements.

1.1.3: One training session is held for worker organizations on effective techniques to negotiate and implement collective agreements.

Output 1.2: Capacity of government officials to promote and respect the right to collective bargaining is strengthened.

1.2.1: National training seminar is held for government representatives, the judiciary and members of the tripartite social and economic council on international labour standards and strategies to promote and respect the right to collective bargaining.

Immediate Objective 2: Improved understanding of guidelines and mechanisms regulating collective bargaining

Output 2.1: Officially endorsed consensus paper is produced.

2.1.1: A study is undertaken to examine the regulation of company level collective agreements in the Law on Collective Agreements, vis-à-vis other regulatory frameworks, and to generate suggestions on how to streamline regulation of company-level collective agreements.

2.1.2: Two-day tripartite roundtable is held with constituents from regional and national levels, and the judiciary, to present suggestions and gain consensus on the correct regulatory procedures for company-level collective agreements.

Immediate Objective 3: The labour inspection system is strengthened and modernized and its staff empowered in performing labour inspection tasks

Output 3.1: A national labour inspection action plan is drafted and endorsed through tripartite consultation.

3.1.1: A national labour inspection needs assessment is carried out.

3.1.2: An action plan is drafted based on the needs assessment review.

3.1.3: Workshop/meeting held for feedback and endorsement of the draft action plan by government and social partners.

Output 3.2: Labour inspectors are trained in modern administration and inspection practices.

3.2.1: Develop a sustainable national training plan for labour inspectors assessing specific national training needs, covering different fields according to national needs including the enforcement of collective agreements.

3.2.2: Conduct at least one training of trainers course using the labour inspection training modules developed by the International Training Centre of the ILO (ITC-ILO). These materials will be adapted to the Ukrainian legal context and translated into Ukrainian.

3.2.3: Conduct at least one general training course for labour inspectors using the same ITC-ILO materials and using the newly trained trainers as facilitators to improve the sustainability of the training plan.

Output 3.3: Labour inspection tools are improved to allow for better planning of inspection activities and evaluation of the impact of labour policies at the enterprise level.

3.3.1: Develop or improve a national computerized registry containing data on workplaces, inspection visits and collective agreements. This assistance will be based on an initial assessment of the data being collected across different government institutions, tools developed by the ILO, and the training of relevant inspection IT staff.

3.3.2: Draft or revise labour inspection policy guidelines and check lists, inclusive of the role of labour inspectors in enforcing collective agreements.

Immediate Objective 4: The labour inspectorate, employers' and workers' organizations and other institutional partners are in a better position to engage in programmes and policies to promote compliance with legislation

Output 4.1: Improved understanding of labour inspection services and relevant legislation.

4.1.1: An awareness-raising campaign is designed in consultation with the social partners, based on a mapping exercise of existing documents, background material and identification of target audiences.

4.1.2: A gender-balanced seminar is held to raise the awareness of the social partners of the role of labour inspection in Ukraine using training guides already developed by the ILO for employers and workers.

2. Scope, Purpose and Clients of the Evaluation

The purpose of this internal project evaluation is to evaluate progress made and make recommendations on how to improve the sustainability of achieved results. The project evaluator should review and assess the progress and achievements of the project from April 1, 2011 to date. The objectives and outputs as mentioned in the Project Document will be the starting point of the evaluation. The project should be evaluated in terms of efficiency, effectiveness, relevance and finally sustainability of the project, as they are briefly described below:

Generally, the evaluation will:

- Firstly, review the achievements of the Project by assessing to what extent the stated objectives and major outputs have been achieved;
- Secondly, review the efficiency and effectiveness of project implementation;
- Thirdly, review to what extent the program is still relevant and is continuing to meet the needs of its original target groups;
- Finally, draw conclusions in terms of the progress made and make recommendations for future actions beyond the end of the project (i.e. what is the scope and potential for activities being sustained without technical assistance by the ILO).

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

- The ILO DWT/CO-Budapest
- The ILO Headquarters management and backstopping units
- The tripartite constituents
- The Donor

3. Project Assessment

This project evaluation should address the progress of the project to date. In this, it should deal with the following main 'effect and impact concerns': validity of project design, delivery of project strategy, and project performance. This last should include relevance, effectiveness, efficiency, sustainability, causality and unanticipated effects, alternative strategies and gender concerns. Finally, the project assessment should also deal with the

lessons learned during the project. OECD/DAC Criteria for Evaluating Development Assistance will be used to interpret the answers to the evaluation questions.

Specific questions to be addressed include:

A. Are we doing the right thing?

Rationale/Relevance

- ✓ *Do the problems/needs that gave rise to the project still exist, have they changed or are there new needs that should be addressed?*
- ✓ *Was the project an appropriate response to the problems/needs that existed when it started?*

B. Are we doing things in the right way?

Effectiveness of achieving expected results

- ✓ *Has the overall execution of the project focused on the achievement of the objectives?*
- ✓ *Is the delivery strategy effective?*
- ✓ *Have the main partners interacted and coordinated as planned?*
- ✓ *Have the various partners contributed to project implementation as planned?*
- ✓ *Has the project management sufficiently combined project activities with the strengths of its project partners?*
- ✓ *Has the project made sufficient progress in meeting its objectives?*

Efficiency: in the use of inputs and satisfaction of intended beneficiaries

- ✓ *Have resources (funds, human resources, time, expertise, etc) been used efficiently?*
- ✓ *Have activities been delivered in a timely manner?*
- ✓ *Have activities been cost effective?*
- ✓ *Has data been collected to measure the outputs of the project?*
- ✓ *Is it necessary to collect additional data?*
- ✓ *Has the project made sufficient progress in conducting activities and producing outputs?*
- ✓ *Did the target groups participate in the formulation and implementation of the project?*
- ✓ *Have the project benefits accrued to the target groups?*

C. Are there better ways of achieving results?

Lessons learned and good practices for future application

- ✓ *Do conditions exist to ensure that the project's results will have lasting effects?*

- ✓ *What are the major lessons learnt through the project implementation and what are the implications for future project design?*

D. Special considerations

Gender Concerns

- ✓ *Have women and men in the target groups benefited equally from the project activities?*
- ✓ *To what extent did the project mainstream gender in its approach and activities?*
- ✓ *To what extent did the project use gender/women specific tools and products?*

Knowledge Sharing

- ✓ *Has sufficient attention been given to documenting the project experiences and achievements?*
- ✓ *In what ways has the knowledge pertaining to these project experiences and achievements been documented?*
- ✓ *Has the project sufficiently shared its accrued knowledge on the experiences and achievements among the project's country teams?*
- ✓ *Have the project experiences and achievements been shared with stakeholders within and outside the ILO (with similar ILO projects in-country and in the region, other donors' projects, government agencies, etc.)?*

Sustainability

- ✓ *What is the likelihood of sustainability of outcomes?*
- ✓ *What project components or results appear likely to be sustained after the project and how?*

4. Methodology

- a) Desk review: review of project reports;
- b) Interviews with the managers of the project, the national project coordinator, as well as the national project assistants;
- c) Interviews with national government representatives as well as employers' representatives and trade union representatives.
- d) Field visit.

5. Findings, Conclusions and Recommendations

The evaluator should include, but not be limited to, the questions raised in Section 3 in his/her evaluating work and the resulting findings, conclusions and recommendations. The project team will arrange the necessary field visit and share all the necessary project

info with the evaluator.

6. Timetable and Itinerary

Desk Review: 3 days

Interviews with Budapest and project managers: 1 day through Skype.

Field visit: interview with national project staff and stakeholders: 1 day, participation at ½ day tripartite roundtable assessing progress of the project.

Report writing: 5 days for the first draft + 2 days for addressing comments.

DTW/CO-Budapest will cover all related costs.

A detailed itinerary will be provided to the evaluator prior to arriving in Kiev.

7. Sources of information

The evaluator will have access to all relevant material on the project from ILO DWT/CO-Budapest and the national project office in Kiev. To the extent possible, key documentation will be sent to the evaluator in advance. The documentation will include the project document, work plans, progress reports and other relevant documents.

8. Final report

The evaluator will present an initial report on the 5th March 2013. This will allow the project staff to discuss findings and provide additional information if need be during the week, COB 8th March, 2013. Subsequently, a final evaluation report will be submitted on the 13th March, 2013.

ANNEX II. – List of interviews held during the field mission
(in Ukrainian)

**Проект технічного співробітництва
«Удосконалення колективних переговорів і дотримання трудового
законодавства в Україні »**

СПИСОК УЧАСНИКІВ ІНТЕРВ'Ю

Київ, 20 лютого 2013 року
Міністерство соціальної політики України
(вул. Еспланадна 8/10, Конференц-зал 1317)

09.00 – 10.00

Міжнародне бюро праці			
	КОСТРИЦЯ Василь Іванович	Національний координатор МОП в Україні	
	САВЧУК Сергій Петрович	Національний координатор проекту МОП «Удосконалення колективних переговорів і дотримання трудового законодавства в Україні» у 2010-2012 рр.	
	ГОЛУБКОВА Ірина Володимирівна	Асистент Проекту МОП «Удосконалення колективних переговорів і дотримання трудового законодавства в Україні» у 2010-2012 рр.	

10.00 – 11.00

Державна служба гірничого нагляду та промислової безпеки України			
	РАДІОНОВ Микола Олександрович	Начальник організації нагляду	Комплекс заходів компоненту Проекту удосконалення дотримання трудового законодавства, зміцнення системи інспекції праці
	ВІЖУЛ Наталія Василівна	Начальник Відділу політики охорони праці Управління нормативно-правового та	

		юридичного забезпечення	
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11.30 – 13.00

Профспілкові об'єднання			
	УКРАЇНЕЦЬ Сергій Якович	Заступник Голови, Федерація профспілок України (ФПУ)	Комплекс заходів компоненту Проекту з питань удосконалення дотримання трудового законодавства, зміцнення системи інспекції праці
	АНДРІЄВСЬКИЙ Юрій Захарович	Керівник Департаменту охорони праці ФПУ	Заходи Проекту з питань удосконалення дотримання трудового законодавства, зміцнення системи інспекції праці
	ЛОБЧЕНКО Олена Олександрівна	Заступник керівника департаменту виробничої політики та колективно-договірного регулювання – керівник управління колективно-договірного регулювання апарату ФПУ	Комплекс заходів компоненту Проекту з питань удосконалення колективних переговорів
	СИДОРЯК Ірина Георгіївна	Департамент правового захисту ФПУ	Заходи Проекту з питань удосконалення дотримання трудового законодавства, зміцнення системи інспекції праці
	ГРИЦЕНКО Марія Миколаївна	Заступник керівника управління департаменту правового захисту ФПУ	Тренінг для профспілок «Що таке Інспекція праці й у чому полягає її діяльність»
	ГОРЮН Тетяна Михайлівна	Головний спеціаліст – технічний інспектор праці департаменту охорони праці ФПУ	Тренінг для профспілок «Що таке Інспекція праці й у чому полягає її діяльність»
	ЛЕВИЦЬКА Наталія Анатоліївна	Заступник голови, Конфедерація Вільних профспілок України (КВПУ)	Увесь комплекс заходів Проекту
	СОЛОВЙОВ Олександр Федорович	Керівник юридичного відділу КВПУ	компонент Проекту з питань удосконалення колективних переговорів
	КАВУЛИЧ Богдан Іванович	Голова Київської міської організації КВПУ	компонент Проекту з питань удосконалення колективних

			переговорів
	ПАНАСЕНКО Олег Олександрович	Голова Вільної профспілки медичних працівників України, КВПУ	тренінг для профспілок «Що таке Інспекція праці й у чому полягає її діяльність»
	ІОНОВ Максим Миколайович	Голова Незалежної первинної профспілкової організації Київської міської станції швидкої допомоги, КВПУ	тренінг для профспілок «Що таке Інспекція праці й у чому полягає її діяльність»
	КУРИЛО Юрій Іванович	Віце-президент, Всеукраїнське об'єднання солідарності трудівників, ВОСТ	Увесь комплекс заходів Проекту

14.00 – 15.00

Державна інспекція України з питань праці			
	ЯЦКІН Валерій Іванович	Голова Державної інспекції України з питань праці – Головний державний інспектор України з питань праці	Комплекс заходів компоненту Проекту удосконалення дотримання трудового законодавства, зміцнення системи інспекції праці
	КОНОВАЛОВА Олена Анатоліївна	Заступник директора Департаменту контролю за додержанням законодавства про працю та зайнятість – начальник відділу з питань додержання законодавства про працю	
	ЧЕРСЬКА Любов Зенонасівна	Начальник відділу з питань додержання законодавства працевлаштування інвалідів та інших категорій населення Департаменту контролю за додержанням законодавства про працю та зайнятість	
	РУДНЄВА Вікторія Юріївна	Завідуюча сектором взаємодії за ЗМІ та співпраці з міжнародними організаціями	

15.30 – 16.30

Міністерство соціальної політики України			
	ПИЛИПЧУК Ольга Дмитрівна	Заступник директора Департаменту соціального страхування та партнерства – начальник відділу соціального партнерства	Комплекс заходів компоненту Проекту з питань удосконалення колективних переговорів
	НЕЧИТАЙЛО Ольга Олександрівна	Головний спеціаліст відділу колективних договорів та угод Департаменту соціального страхування та партнерства	заходи Проекту з питань зміцнення системи адміністрації праці

17.00 – 18.00

Спільний представницький орган сторони роботодавців на національному рівні			
	ПРИТОМАНОВ Сергій Олексійович	Виконавчий директор Федерації металургів України	Комплекс заходів компоненту Проекту з питань удосконалення колективних переговорів

Annex III. – Brief about the Labour Inspectorate information campaign (in Russian)

В рамках реализации Проекта МОТ «Совершенствование коллективных переговоров и соблюдение трудового законодательства в Украине», Государственная инспекция Украины по вопросам труда (Гоструда Украины) провела информационную кампанию «Инспекция труда поможет Вам на рабочих местах!», которая проходила в сентябре - ноябре 2012 года.

Цель информационной кампании - обратить внимание общества на существующие проблемы в сфере труда, разъяснить широким массам трудящихся и предпринимателей их права и обязанности, дать понять им, что инспекция труда - это в первую очередь помощник и советчик, и только во вторую - контролирующий орган.

Основная задача информационной кампании - внедрить в работу государственных инспекторов по вопросам труда механизмы профилактики нарушений трудового законодательства. Причиной внедрения новых методов работы государственных инспекторов по вопросам труда является широкое распространение использования наемного труда без надлежащего оформления, выплата заработной платы в «конвертах», несоблюдение гарантированных государством минимальных гарантий в оплате труда, попытки работодателей минимизировать расходы на оплату труда путем увеличения продолжительности рабочего времени без проведения соответствующей оплаты. В большинстве случаев основой нарушений является недостаточность знаний своих прав и обязанностей, как работника, так и работодателя. Так, в течение 2011 года более половины нарушений, выявленных инспекцией труда, касались оплаты труда. Выявлено более 8 тыс. работников, которые работали без надлежащего оформления, и соответственно без каких-либо социальных гарантий, без права на достойные условия труда, на отдых, на заработную плату, на возмещение причиненного здоровью вреда и т.д.

Старту информационной кампании предшествовала подготовительная работа, которая была направлена на мобилизацию усилий и приведение к готовности территориальных органов Гоструда к началу всеукраинской информационной кампании. Еще на старте реализации проекта МОТ «Совершенствование коллективных переговоров и соблюдение трудового законодательства в Украине» усилиями центрального аппарата были определены на уровне каждого территориального органа Гоструда Украины ответственные за взаимодействие со СМИ, поручено территориальным органам наладить взаимодействие со СМИ, организовано систематическая отчетность о результатах работы в данном направлении. Поэтому на момент начала подготовки к проведению информационной кампании все территориальные органы мобилизовали усилия для ее подготовки и проведения.

Подготовка информационной кампании была начата с разработки центральным аппаратом Плана информационной кампании «Инспекция труда поможет Вам на рабочих местах!», определения мер, сроков и ответственных на центральном и региональном уровнях. План информационной кампании предусматривал выполнение следующих задач:

1. Разработка и утверждение Гострудом Украины общего Плана

информационной кампании, а всеми территориальными государственными инспекциями по вопросам труда - Плана информационной кампании на региональном уровне.

2. Обеспечение наличия в здании центрального аппарата и территориальных органов информационных стендов, оборудованных для размещения информационно-аналитических материалов, брошюр и постеров информационной кампании.

3. Получение брошюр и постеров информационной кампании.

4. Подготовка и размещение в СМИ информационных материалов (аналитическая записка о результатах работы ТДИЗПП, пресс-релиз, статьи).

5. Проведение Дня открытых дверей во всех территориальных органах Гоструда Украины.

6. Проведение пресс-конференций руководства Гоструда Украины на центральном уровне и территориальных органов - на региональном уровне.

7. Проведение инспекторами по вопросам труда информационно-разъяснительной работы при осуществлении проверок предприятий, приема граждан, участия в работе комиссий по вопросам погашения задолженности, легализации, занятости, семинаров, тренингов и т.п. (в т.ч. распространение брошюр).

8. Отчет о выполнении Плана информационной кампании.

Результаты информационной кампании

За всю историю существования Инспекции труда Украины это была первая полноценная информационная кампания (комплекс мероприятий), и она приобрела общенациональный масштаб (до этого проводилась лишь информационно-разъяснительная работа).

Согласно результатам мониторинга проведения информационных кампаний Территориальной государственной инспекции по вопросам труда в каждой области, в течение сентября - ноября 2012 г. более 200 тыс. человек получили информацию о Гоструде Украины при осуществлении инспекторами по вопросам труда проверок предприятий, приема граждан, участия в работе комиссий по вопросам погашения задолженности, легализации, занятости, семинаров, тренингов и т.п.

Во время информационной кампании также были привлечены средства массовой информации, как мощный инструмент проведения информационно-разъяснительной работы. Для участия в пресс-конференциях руководителей территориальных органов прошли аккредитацию около 150 журналистов региональных средств массовой информации. Также в течение трех месяцев информационной кампании были обнародованы почти 1300 информационных материалов (статей, эфиров и ТВ и радио, материалов в сети Интернет). (Для сравнения: в 2011 г. – более 2 000 публикаций; в 2013 – более 3500 публикаций).

Учитывая целевую аудиторию привлеченных СМИ, а именно количество читателей (печатные СМИ), зрителей (телевидение), слушателей (радио), а также количество переходов на сайты электронных СМИ, потенциально могли быть информированы о Гоструде Украины еще 20 млн. человек. Конечно, это приблизительные расчеты, поскольку, например, не все сайты СМИ оборудованы специальным программным обеспечением, которое позволяет зафиксировать точное количество переходов пользователей Интернета на страницу со статьей о

Гоструда Украины. Также эта цифра не учитывает количество лиц, которые увидели наружную рекламу с постером кампании. Однако, можно с уверенностью утверждать, что информационная кампания действительно приобрела общенациональный масштаб и охватила значительную часть населения Украины.

Информационная кампания ознаменовалась следующими достижениями:

1. Усиление сотрудничества с партнерскими организациями

Благодаря проведению информационной кампании «Инспекция труда поможет Вам на рабочих местах!» Было усилено сотрудничество с партнерскими организациями (Областные государственные администрации, профсоюзы, объединения работодателей, Государственный центр занятости и т.п.).

Например, в Запорожской области выяснилось, что 10-12% нарушений трудового законодательства, особенно в сфере малого и среднего бизнеса можно обозначить как неумышленные или связанные с недостаточной информированностью администраций предприятий. Поэтому по многочисленным просьбам предпринимателей Запорожский областной союз промышленников и предпринимателей вместе с Запорожской торгово-промышленной палатой инициировали проведение серии лекций для работодателей по вопросам трудового законодательства, приглашены читать представителям Территориальной государственной инспекции по вопросам труда (ТГИпоВТ) в Запорожской области.

Представитель Николаевской областной профсоюзной организации работников малого и среднего бизнеса отметил, что удивлен теми подходами, которые применяет Гоструда Украины. Он подтвердил, что Гоструда Украины работает по принципам предупреждения нарушений, разъясняя права и обязанности работников и предпринимателей. Он подчеркнул, что инспекция труда - это в первую очередь источник квалифицированной информации по соблюдению законодательства о труде, а не карающий орган.

Кроме того, материалы информационной кампании были распространены в управлениях труда и социальной защиты населения Областных государственных администрациях, райгосадминистрациях, областных и районных центрах занятости, управлениях Пенсионного фонда Украины, на предприятиях различных форм собственности.

2. Изменился подход граждан к самому процессу восстановления своих прав.

По словам инспекторов по труду ТГИпоВТ в Донецкой области, уже во время информационной кампании изменился контингент граждан, которые обращаются в инспекцию. Во-первых, некоторые граждане до начала информационной кампании вообще не знали, что существуют инспекторы по вопросам труда. Во время информационной кампании в инспекции начали обращаться в большей степени граждане уже с пониманием функций и полномочий Гоструда Украины, с четко сформулированным вопросом и пониманием, что они обращаются «по правильному адресу». Также уменьшилось количество обращений с вопросами, которые лежат вне полномочий Гоструда Украины, что дает возможность повысить эффективность работы инспекции.

В Николаевской области, прежде чем официально обратиться в инспекцию, граждане начали предварительно уточнять в индивидуальном порядке свою ситуацию. И уже только после полученного разъяснения решают писать жалобу или нет. Таким образом, повышается качество самих обращений. Граждане четко

понимают степень возможности решения своего вопроса силами инспекции.

3. Повышение качества проведения личного приема граждан.

Во время информационной кампании были созданы дополнительные условия для получения консультации. Чрезвычайной популярностью пользуются Дни открытых дверей в ТГИпоВТ. Так, в Житомирской области во время проведения Дня открытых дверей граждане приходили не только получить консультацию по своей ситуации, а просто получить общую информацию об инспекции труда. По словам инспекторов по вопросам труда, количество желающих посетить инспекцию и получить консультацию была такая, что иногда инспекторы консультировали сразу нескольких граждан одновременно, и данная консультация перерастала с обычной подачи сухих фактов в оживленную и интересную дискуссию.

В ТГИпоВТ в Николаевской области была организована возможность получения консультации в нерабочее время по предварительной записи. Таким образом, в течение трех месяцев был продлен график приема граждан.

4. Улучшение имиджа Гоструда Украины.

Брошюры и постеры информационной кампании, которые были подготовлены в рамках реализации Проекта Международного бюро труда и Правительства Канады «Совершенствование коллективных переговоров и соблюдение трудового законодательства в Украине», стали визитной карточкой инспекторов по вопросам труда. При проведении информационно-разъяснительной работы инспекторы консультировали и распространяли данную печатную продукцию. Тематики брошюр - это информация об инспекции труда, вопросы незадекларированной труда, выплаты заработной платы, нормирование рабочего времени, права и обязанности в сфере труда.

Возможность предъявить не только удостоверение инспектора по вопросам труда, но и предоставить специально разработанную литературу по вопросам законодательства о труде - это возможность презентовать Гоструда Украины, повысить ее имидж как на национальном, так и международном уровне.

Кроме выполнения мероприятий, которые предусматривались планом информационной кампании, ТГИпоВТ в Черниговской и Черновицкой областях использовали постеры информационной кампании для размещения дополнительно наружной рекламы. Таким образом, было установлено четыре сити-лайта и девять билбордов с символикой кампании.

Кроме того, брошюры были представлены иностранным партнерам Гоструда Украины. В частности, в рамках участия Председателя Гоструда Украины в конференции Региональной ассоциации инспекций труда Юго-Восточной Европы, Азербайджана, Молдовы и Украины (г. Баку, 20-21 ноября 2012 года), конференции Регионального альянса государственных инспекций труда государств-участников СНГ и Монголии (г. Москва, 10 декабря 2012 года), а также Международной конференции высокого уровня по вопросам достойного труда (г. Москва, 11-12 декабря 2012 года) брошюры были представлены представителям инспекций труда Восточной Европы, Юго-Восточной Европы, СНГ, Азербайджана, Международной ассоциации инспекций труда, международным экспертам.

5. Повышение квалификации инспекторов по вопросам труда по направлению взаимодействия со СМИ.

Во время подготовки и проведения информационной кампании инспекторы

по вопросам труда, которые были определены ответственным за данное направление на региональном уровне, получали консультации центрального аппарата относительно практики реализации каждого пункта плана информационной кампании.

Четкое планирование на центральном и региональном уровнях каждого этапа и контроль за выполнением предоставили возможность эффективно координировать ход информационной кампании.

По словам представителя ТГИпоВТ в Днепропетровской области, благодаря тому, что План информационной кампании предусматривал разработку пресс-релиза, а Поручение о проведении информационной кампании содержало образец, оформление пресс-релиза с учетом региональной статистики заняло минимальное количество времени, сформировало необходимые навыки для разработки в будущем аналогичных материалов, а также повысило эффективность проведения пресс-конференций. Наличие данного документа в пресс-папке дало возможность упростить работу журналиста при подготовке публикации, повысить вероятность утверждения редакторами данного материала к печати / эфира, а также снизить риск обнародования дезинформации журналистами, которые не специализируются на тематике отношений в сфере труда.

6. Применение новых информационно-коммуникационных технологий

Во время информационной кампании были более широко задействованы возможности Интернета. Благодаря получению информационных материалов, которые готовились в рамках проведения информационной кампании, веб-сайты ТГИпоВТ получили большой контент. Так, в ТГИпоВТ в Николаевской области увеличилось количество обращений граждан через сайт инспекции (электронные консультации), а также количество посещений сайта ТГИпоВТ.

Усилиями ТГИпоВТ в АР Крым видео пресс-конференции начальника ТГИпоВТ было размещено в сети You Tube.

7. Долговременный эффект

Несмотря на то, что информационная кампания официально длилась с сентября по ноябрь, она имеет долговременный эффект, и фактически продолжается и по сегодняшний день.

Региональные координаторы информационной кампании сообщили, что после проведения Дня открытых дверей и пресс-конференции повысился интерес СМИ к работе ТГИпоВТ, запланированы встречи инспекторов труда с представителями СМИ, а также достигнуты новые договоренности о систематическом размещении информационных материалов инспекторов по вопросам труда в СМИ. Так, активизировалось сотрудничество со СМИ в ТГИпоВТ в Запорожской области, а сити-лайты в Черниговской области и билборды в Черновицкой области зарезервированы до декабря 2012 года включительно, в двух ТГИпоВТ Дни открытых дверей запланированы на декабрь 2012 года - январь 2013 года.

Изменяется также восприятие Гоструда Украины работодателями. После информационной кампании представители предприятий становятся инициаторами проверок на собственном же предприятии с целью профилактики нарушений трудового законодательства. Также руководители кадровых служб обращаются за разъяснением к инспекторам по труду.

Инспекторы по вопросам труда утверждают, что благодаря информационной кампании повысился уровень узнаваемости Гоструда Украины. Налаженное сотрудничество со СМИ, профсоюзами, организациями работодателей и другими органами и учреждениями гарантирует будущее эффективное сотрудничество и, как следствие, повышение уровня социальной защищенности населения.

Возможные направления дальнейшего сотрудничества

1. Разработка веб-сайта Гоструда Украины

Веб-сайт органа государственной власти – это механизм формирования имиджа в сети Интернет, возможность доступа граждан к материалам Гоструда Украины в режиме «24 часа в сутки», способ обеспечения обратной связи.

На данный момент Министерство социальной политики дало согласие на временное размещение информации Гоструда Украины на специальной странице официального сайта Министерства социальной политики.

2. Разработка бренд бука Гоструда Украины для дальнейшего использования при изготовлении имиджевой продукции.