



ILO EVALUATION

Evaluation Title:	Inclusive Labour Markets for Job Creation in Ukraine
ILO TC/SYMBOL:	UKR/17/01/DNK
Type of Evaluation:	Independent Joint Mid-Term Evaluation
Countries:	Ukraine
Date of the evaluation:	August 2020-October 2021
Name of consultants:	Olha Krasovska Frank Runchel
ILO Administrative Office:	DWT/CO for Central Europe (Budapest office)
ILO Technical Backstopping Office:	DWT/CO Office Budapest
Date project ends:	30 June 2024
Donor: country and budget US\$	Danida, Denmark, USD 8,445,000
Evaluation Managers:	Emil Krstanovski (ILO); Vibeke Gram Mortensen (DANIDA)
Evaluation Budget:	51,500 USD
Key Words:	Employment policies; Youth employment; Skills development; Active labour market policies; Social dialogue, Social partners, SME development

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 Office



**International
Labour
Organization**



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**

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Acronyms and abbreviations

BDS	Business Development Services
BHR	Business and Human Rights
CSO	Civil Society Organisations
Danida	Danish International Development Agency
DANEP	Danish Neighbourhood Programme
DE	Development Engagement
DED	Development Engagement Document
DKK	Danish Kroner
DTDA	Danish Trade Union Development Agency (former LO/FTF)
ENP	European Neighbourhood Policy
ET	Evaluation Team
EQs	Evaluation questions
ET	Evaluation team
EU	European Union
EUACI	EU Anti Corruption Initiative
EUN	Europe Neighbourhood Department in MFA
FEU	Federation of Employers in Ukraine
FORBI	EU4Business project, EU funded project, 2016 –2021
FPU	Federation of Trade Unions (Ukraine)
GBV	Gender Based Violence
GE	Gender Equality
GDP	Gross Development Product
GIZ	(German) International Organisation for Cooperation
GoU	Government of Ukraine
HRBA	Human Rights Based Approach
IDP	Internal Displaced Persons
ILO project	Inclusive Labour Markets for Job Creation project
ILMJC	Inclusive Labour Markets for Job Creation project
ILO	International Labour Organization
ILO TC	ILO Training Centre (Turin, Italy)
IMF	International Monetary Fund
KVPU	Confederation of Free Trade Unions In Ukraine
LEP	Local Employment Partnership

MEAL	Monitoring, Evaluation, Accountability and Learning
MFA	(Danish) Ministry of Foreign Affairs
MoE	Ministry of Economy
MP	Member of Parliament
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MSME	Micro Small and Medium Enterprises
NGO	Non-Government Organisation
NTSEC	National Tripartite Social and Economic Council
OSH	Occupational Safety and Health
RPP	United Nations Recovery and Peacekeeping Programme
RTSEC	Regional Tripartite Social and Economic Council
SDG	Sustainable Development Goals
SES	State Employment Service
SIYB	Start and Improve Your Business
SME	Small and Medium Enterprises
SMEDO	Small and Medium Enterprise Development Office (Advisory body under of MoE, now closed))
TBD	To be defined
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
U-LEAD	Ukraine Local Empowerment, Accountability and Development (DANEP Engagement Partner)
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNDP	United Nations Development Programme
UPSD	Ukraine Peace and Stabilisation Programme
USAID	United States Aid Agency
USAID CEP	Competitive Economy Program, 2018 –2023
USAID DOBRE	Decentralization Offering Better Results and Efficiency, 2016 –2021
USAID ERA	Economic Resilience Activity, 2018 –2023
WB	World Bank

1 Executive Summary

1.1 Project purpose, logic and structure

The Inclusive Labour Markets for Job Creation (ILMJC) project in Ukraine is implemented by the ILO and is the largest ILO engagement currently implemented in Ukraine with an overall budget envelope of DKK 54 million or approx. USD 8,5 million¹. Initially planned for 2017 – 2022, the project got a no-cost extension of 18 months until June 2024 (approved by DANEP in August 2021). The ILMJC project is financed by Danida under its Danish European Neighbourhood Programme (DANEP) in Ukraine. DANEP includes two Thematic Programmes defined as: 1) Promoting human rights and democracy (the Governance Thematic Programme) and 2) Strengthening sustainable and inclusive economic growth (the Economic Growth Thematic Programme).

The ILMJC project is structured around three main specific objectives (outcomes):

- a) Labour market governance is improved through the strengthening of employment services and other labour market institutions.
- b) Skills development is better aligned with demand for skills with particular emphasis on the private sector.
- c) Tripartite social dialogue and collective bargaining as means to create more and better jobs are enhanced.

The ILMJC project provides assistance to Ukrainian institutional actors and social partners in improving the labour market governance, including through the reform of the State Employment Service, enhancing entrepreneurship capacities, and improving social dialogue and capacities of social partners to engage in meaningful social dialogue.

The direct beneficiaries of the project are:

- National Government level: Ministry of Economy of Ukraine² (MoE), Ministry of Social Policy of Ukraine, Ministry of Education and Science of Ukraine, National Tripartite Social and Economic Council
- Public sector institutions: State Employment Service and its regional/local branches; Technical Vocational Education & Training (TVET) schools in selected amalgamated communities
- Social partners at national level and regional level: Federation of Employers of Ukraine (FEU), Confederation of Free Trade Unions of Ukraine (KVPU), and Federation of Trade Unions of Ukraine (FPU)
- Regional Government (Oblast) and Local (Amalgamated community, “Hromadas”) level: designated institutions responsible for education and employment issues , RTSEC
- Civil society organisations at the level of amalgamated communities

The final beneficiaries of the ILMJC project are:

- Unemployed and inactive persons (particularly youth and women) facing the risk of social exclusion.

¹ It is noted that the exchange rate DKK-USD has fluctuated substantially since 2017. According to the DANEP Development Engagement Document (DED), contributions from DANEP to ILO are at market exchange rate on the day of transaction. This has implied a reduction in the available budget in USD to the ILO. Exchange rate fluctuations are a standard clause in DANEP contracts and risks are borne by the beneficiary organisation.

² Since 2019 till 2021 named “Ministry for Development of Economy, Trade and Agriculture of Ukraine”, as of 2021 <https://me.gov.ua/old/?lang=en-GB>

- Operators (self-employed) or employees of SMEs in the informal economy.

1.2 Purpose and objectives of the Mid-Term Evaluation

The purpose of this joint ILO-DANEP mid-term independent evaluation is to promote accountability and strengthen learning among the ILO and key project stakeholders.

The MTE took place in Ukraine from 20 September-01 October 2021. The MTE evaluated the project implementation until 31 July 2021, assessing all the results and key outputs that were produced since the start of the project in 2017.

The scope of the MTE was to assess Relevance and validity of design, Coherence, Project effectiveness, Efficiency and management arrangements, Impact, and Sustainability.

Specific objectives of the MTE

The specific objectives of the evaluation are:

1. Assess the extent to which the project has achieved its stated objectives and expected results to date, while identifying the factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
2. Identify gaps and specific areas for improvement;
3. Identify developments affecting key assumptions and risk factors
4. Make recommendations for adjustments or improvements where necessary and possible in on-going activities as applicable for the remaining time of implementation considering the no-cost extension until 2024, as well as for a possible new phase. Where possible, recommendations should be forward looking for consideration by ILO, DANEP /DANEP.
5. Assess the extent to which the project outcomes will be sustainable;
6. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs, GoU-UN Partnership Framework 2018-2022);
7. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
8. Make recommendations for adjustments or improvements to further engage the Danish Social Partners under the current project, in accordance with ILO and DANEP rules and guidelines
9. Provide recommendations to project stakeholders to promote sustainability, improve and support delivery towards the project outcomes.

1.3 Evaluation Methodology

The evaluation was conducted in compliance with United Nations' evaluation norms and standards, the ILO Evaluation Guidelines, as well as the OECD/DAC Evaluation Quality Standards. It followed the prescribed ethical safeguards, as specified in the ILO's evaluation procedures.

The MTE was conducted in a transparent manner and as consultative as possible by engaging various groups of stakeholders. The evaluation used a mix of qualitative and quantitative methods to gather and analyse data, which were gender disaggregated to the extent possible. The MTE was organised in four phases: 1) Desk review and literature analysis; 2) Preparatory interviews (on-line) and SIYB survey (all on-line) ; 3) Field work (on location, some on-line interviews); 4) Debriefing and reporting.

The ET paid particular attention to gender equality in line with ILO's Guidelines on Integrating gender equality in monitoring and evaluation, as well as Danida's HRBA and Gender screening tool, intending to assess how the project has considered the specific needs of men and women, and what the effects of the interventions may be.

The MTE further carried out an assessment of the intervention's underlying theory of change and project design, to assess the factors that contribute to, or impede, the achievement of results (as outlined in the results framework), and to assess the extent to which the initiative is still 'fit for purpose'.

The MTE also had resource and time limitations, given the broad scope of the MTE as well as limited time available for meetings on-line and in the field. Not all the Evaluation Questions could be covered in all meetings with stakeholders and informants. During the Inception phase in 2020, due to the COVID-19 pandemic, the ET had to conduct all preliminary interviews and meetings with ILO, DANEP and constituents, stakeholders on-line. On-line interviews provided limited access and understanding of some stakeholders, including the context and conditions under which they operate. Finally, it became necessary to conduct additional rounds of interviews due to postponement of the field work.

After being postponed several times due to the closure of Ukraine's borders and other restrictions imposed by the COVID-19 pandemic, the field work took place from 20 September-01 October, 2021.

1.4 Summary of evaluation findings

Relevance and Coherence

The ILMJC project is aligned with national policies and strategic documents defining creation of new jobs as a top priority in the state policy. The ILMJC corresponds very closely to the needs of its direct beneficiaries (SES, social partners, NTSEC, NSMC as well as the core counterpart Ministry of Economy). The project team has demonstrated a flexible and responsive approach that helped to cope with negative effects of COVID-19.

This relatively complex project operates in a context characterised by a significant number of donor programmes and projects in the areas related to job creation, SME development and social dialogue. Given a rather weak donor and institutional coordination, avoiding overlaps is quite challenging. No significant overlaps have been detected with other international interventions and programmes. The ILO has been able to co-finance or obtain additional donor funds for additional, complementary projects in SME development and economic empowerment, as well as Technical Vocational Education and Training (TVET). This is significant and demonstrates synergy and value-added of the ILMJC itself and DANEP's large investment in this engagement.

In the remaining implementing period, the ILMJC project should consider closer cooperation with other projects and programmes working on local economic development, SME support, and strengthening of hromadas' (e.g. U-LEAD).

Project Design

The ILMJC project has a coherent Intervention Logic with results at output level feeding into the three overall outcome areas, and applies targeted and evidence-based approaches, including needs assessment of social partners, territorial diagnostics of labour market interventions, as well as solid legislative analysis and assessment of a wide range of social inclusion, employment and labour market policies and acts for their compliance with International Labour Standards. Gender equality and inclusion of vulnerable groups are integrated in indicators and targets, but application of gender equality rarely goes beyond measuring gender balance. The Theory of change and underlying assumptions are overall deemed to be still valid, with the caveat that national Tripartite Social Dialogue remains challenged. This is a politically difficult and conflictual area with disengagement by some social partners, limited political will, and a non-operational National Tripartite Council from 2018 to 2021. The ILMJC project has done much to overcome and mitigate these challenges.

Effectiveness

The main findings by this MTE on the ILMJC project's contributions towards the three main outcome areas are that, through this project and other recent ILO interventions in the period 2015-2018, the ILO contributed to an overall improved labour market governance in Ukraine.

Progress under Outcome 1 Improved labour market governance is good and on track, but the State Employment Service systems are complex, with a large number of staff in 25 regions of Ukraine.

The ILMJC has contributed to substantial system development (in fact, a complete reform plan) of the national State Employment Service and of other labour market institutions (Social partners and the National Service on Mediation and Conciliation, NMSC).

The ILMJC project further successfully supported several processes related to framework conditions for social dialogue and labour market governance (Draft of a Green paper on Modernisation of Social Dialogue³, draft law " On Collective Agreements, On Collective Labour Disputes, Employment promotion law, commenting on and proposing changes to a wide range of draft acts.

Through the Local Employment Partnership model, a potentially sustainable and scalable modality has been promoted and adapted to local circumstances, which – given sufficient support and buy-in from local authorities and partners - could be rolled out widely in other regions than those specifically targeted by the project. Finally, enhanced ownership and support by the national responsible Ministry of Economy and involvement of the Ministry for Communities and Territories will be important for the further application of the LEP model in other localities.

The ILMJC's contributions towards the Outcome 2 on Skills development for new labour market entrants (largely focussing on entrepreneurship development and Youth shows good overall progress, but the outcome area has been negatively affected by COVID 19. The main deliverable under Outcome 2 is the ILO's SIYB entrepreneurship training package, which is seen to have gained solid traction in the country, well beyond the ILO and the ILMJC.

The ILMJC similarly contributed to Outcome 3 on Tripartite Social Dialogue (TPD) and collective bargaining, but there were delays in implementation and limited achievement of outputs. This is a politically and socially difficult area and is overall behind target. The ET considers it unrealistic to achieve this outcome. There have been delays in implementation, due limited engagement by social partners and political will to engage in social dialogue, factors beyond the control of the ILMJC and the ILO. Nevertheless, the ILMJC has throughout successfully supported capacity building of constituents in TPD as well as provided solid technical assistance on improving and commenting on labour market and employment legislation, leading to improvement of the framework conditions for social dialogue and labour market governance.

The ILMJC project has done much to address gender equality in its interventions and is found to be gender neutral, in some areas responsive, but not transformative. Due to the project design, including the Results Framework, the approach to gender equality and inclusion is found to be more formal than substantive. While most project activities as relevant do target men ,women and youth, this rarely goes beyond ensuring gender balance.

Efficiency

The project had a no-cost extension until June 2024 as agreed with the donor and the ILO. This by default increases fixed and current costs related to administration and ILO Programme support costs. Expenditures are found to be in line with implementation plans, and the budget and financial management do not give reason for other concerns.

³ Green Paper on "Modernization of social dialogue in Ukraine to meet contemporary socio-economic policy challenges" (incl 3 possible scenarios), developed in 2019 and presented at a High-level public discussion, organised in cooperation with Parliamentary committee on social policy and veterans' rights protection https://www.ilo.org/budapest/what-we-do/publications/WCMS_747455/lang--en/index.htm

The ILMJC is assessed to be efficiently and well managed by a dedicated team of international experts and national officers and administrative staff. The ILMJC is adequately supported by a team of experts (employment, skills, enterprise development, social dialogue, employers and trade union experts) from ILO Budapest, giving frequent ad-hoc and specific technical assistance, guidance and advice to the ILMJC. Overall, the services, technical assistance and advice by the ILMJC project experts, staff and external consultants and advisers are very well appreciated and generally found to be of good quality by stakeholders and constituents.

The MTE considers that the constructive collaboration with national and local authorities, as well as social partners and other partners, is one of the key contributing factors towards the ILMJC's being well underway to achieving its outputs and contributing to the higher outcome level – with the caveats and limitations elaborated in section 5.3.

The fact that the ILO to its credit has been able to co-finance or obtain additional donor funds for complementary projects is significant in terms of efficiency, demonstrating synergy and value-added of the ILMJC itself and DANEP's investment in this engagement.

Impact and Sustainability

The MTE concludes that ILMJC project has achieved valuable and well-documented results that could be sustainable and have positive impact on the labour market and creation of new jobs, provided that possible risks are mitigated to the extent possible. A majority of stakeholders confirmed their readiness to continue activities initiated by the project. Since the social partners are relatively stable organisations and the capacity building efforts and systems development will remain, there are good prospects for sustainability. However, some of these require financial resources, which constituents and partners most likely will have problems acquiring.

Provided the identified risks and gaps in sustainability are addressed, the project results within Outcome 1 and Outcome 2 could have a long term, sustainable positive contributions to the SDGs, ILO DWCP, and DANEP /EUN relevant targets, while the results within Outcome 3 are sustainable in terms of the enhanced capacity of social partners and the improved legislative framework. Sustainability of an improved national social dialogue will depend on the ability and willingness of all partners to engage meaningfully in the NTSEC. The project results also contribute towards major national programmes on Equal Opportunities, the National Economic Strategy 2030, Government Decentralisation as well as the Government's 'Affordable Loans Programme' '5-7-9%'.

1.5 Main lessons learned

The MTE has identified three important lessons learned – one negative and two positive:

- 1) SIYB: conversion and adjustment to online mode.** Flexibility and quick response allowed conversion and adjustment of SIYB to online mode during COVID 19 restrictions, which again made it possible for ILMJC (and the ILO) to reach its targets (in fact overperform). There is a risk here of lower learning attainment and probably excluding certain marginalised people from online training in comparison with offline.
- 2) Improved demand-driven service provision by social partners.** An improved understanding of clients' or members' needs ensures better service provision (survey of FEU members, Customers Relation Management (CRM) software for FEU, clients' feedback to SES, mobile app developed by KVPU for union activists). This has further been enhanced by training and capacity building of the social partners in legal, youth and effective communication.
- 3) National Tripartite Social Dialogue in a difficult context.** The challenges surrounding National Tripartite Social Dialogue (TPD) and the functioning of NTSC are beyond the control of the ILMJC and the ILO. These can be summarised as:

- TPD is a politically and socially difficult area, with limited engagement by social partners in social dialogue, even suspension of participation in NTSEC by the FEU in 2018
- Disagreements by social partners on both content and consultations around the draft labour, employment, and social protection laws
- The role and mandate of social partners are not being fully recognised by the legislative executive
- Inadequate financing of core functions of the NTSEC secretariat

There were also a number of institutional and legislative constraints affecting the ability of NTSEC to fully perform its functions. There is a need to amend the legislation to define its specific role and mandate as well as mechanisms for interaction between the social partners in TPD.

This has negatively affected this outcome, weakening the established TPD platform where key social, economic, labour and employment questions could be consulted, and where decisions and legislative processes could be agreed on.

1.6 Good Practices

Two emerging good practices were identified:

- 1) LEPs – a potentially strong and proven effective** model for involving all relevant local partners within employment and job creation (local authorities, private sector, SMEs, Civil Society, and TVET schools, investors, professionals etc). LEPs demonstrate very good results, while scaling up and expanding to other regions are yet to be tested
- 2) Involvement of professionals in development of Master Classes for chef students and developing a national occupational standard for cooks.** This has given direct added value to the end users (students), has upgraded the curriculum and lifted the quality of training to new levels, to the benefit of hotels, restaurants and catering businesses (aligning with employers' needs for specialised, good quality TVET graduates). Finally, this enhanced relevance and **general quality of local TVET school. Involving master chefs as specialists in developing occupational standards for cooks** (officially approved by MoE) has harnessed best practice in the sector and integrated this into new national standard. IF this standard can be meaningfully used in other TVET schools, using the improved curriculum, it could lift quality of services in the hospitality sector

1.7 Recommendations

1. **MoE should work to ensure that the NTSEC has adequate technical and financial resources** (in particular a sufficient operational budget) to fulfill its important role in serving the council. This includes sufficient minimum financial allocation from the national budget, which is under the responsibility of the Ministry of Finance.
2. **MoE and ILMJC should agree on HOW the two new LEPs (2022 =>) can be facilitated by MoE and local institutions.** (The NGO partner in Kherson (New Generation) could be considered as master trainer and promoter of LEPs in other locations)
3. The ILMJC should demonstrate practical content and process of Local Employment Partnership (LEP) to MoE and develop a model in Ukrainian language. Clearly describe the LEP model, communicate its benefits to the MoE and local authorities and partners
4. Potential co-financing and co-implementation of LEPs with U-LEAD should be explored by ILMJC
5. Introduce tracking of SIYB in the M&E system, support the networking of SIYB trainers/mentors, contribute to development of the 'support package' to SIYB grantees; preparation of Master trainers (Ukrainian)
6. Partnering with EU4Skills to promote changes in TVET education: Occupational standards => educational standard => improved curricula

7. The ILMJC should **unpack its too detailed but rich results**, using a communication adviser (important achievements, such as mediation, substantial input into labour laws, NTSEC, and TA to NMSC + Social Partners + LEPs). SIYB has good media uptake, LEPs have many success stories
8. The budget for media/communication needs to be increased - more can be done within limited resources.
9. The M&E system needs to be improved, based on suggestions by MTE
10. Start using cumulative reporting against indicators at outcome and output level, to demonstrate better tracking of results and reporting to donor and constituents
11. Consider support in certification of Ukrainian SIYB master trainers by the ILO Training Centre in Turin
12. Use ILO guidelines on Gender Equality more proactively and involve partners in discussion on how to make ILMJC interventions more gender mainstreamed
13. Assess and communicate how different needs of men and women should be considered
14. Contracts with Danish social partners should be reviewed again, with the possibility of expanding scope.
15. Alternatively, MoUs could be drawn up where Danish partners provide additional services or advice through their framework agreement with Danida - and the ILMJC can then provide funding for certain technical support and training

2 Background and Context

2.1 Overview and Ukrainian context

From 2016-2019, the Ukrainian economy gradually recovered from the crisis of 2014-2015 caused by Russian invasion with an annual GDP growth rate around 2,9%. In 2020, the Ukrainian GDP contracted by 4.0%, and per capita GDP remains low (11% of the EU average in current prices or 29.0% in PPP in 2020)⁴. Living standards measured by gross national income per capita are still 7% less than in 2013, which was the highest level since 1990.

UNDP's Human Development Report 2019⁵ pointed out that Ukraine faced a decline in the income and living standards of the middle class, high levels of informal and precarious employment, social protection issues, emigration of skilled and young workers, and lacking rule of law. The latest report (2020) did record slow but steady development progress⁶. However, the 2020 HDP report does not cover the impact of COVID-19, which has already affected the overall economy, employment, as well as emigration prospects. Thus, according to the UN Assessment of the Socio-Economic impact of COVID-19 in Ukraine, high level of shadow economy, unemployment, low savings rates as well as reliance on remittances affected the readiness of large segments of Ukrainian society to a prolonged economic downturn. Workers in high-contact sectors and occupations suffered the most because they were not able to switch to the online mode. Low-skilled and seasonal workers were also affected seriously. The report also states that the confinement measures may have a disproportionate impact on women, youth and other vulnerable groups, such as undocumented migrants, because they are more often engaged in informal, low paid jobs making their position on the labour market even worse.⁷

The COVID-19 pandemic affected the Ukrainian economy negatively and had a severe impact on the labour market as well. During the quarantine (March 12 to August 31, 2020), 446,000 people were classified as unemployed – a 64% increase from the same period last year. However, the number of registered unemployed persons has stabilized after a spike in April, when 149,000 people applied for employment assistance and received the unemployed status (in May 97,000 people, in June 75,000 people, and in August 48,000 applied for employment assistance and received the unemployed status). Due to the COVID-19 pandemic, many migrants returned home. It is estimated that around 1 million Ukrainians have been forced to return to Ukraine from EU countries since the beginning of the pandemic. Unable to find jobs, they create additional social and financial burdens. In 2020 the situation stabilised to a certain extent, however the labour market is still affected by the consequences of COVID-19.

The regional Human Development Index (HDI) conducted by the Ministry for Communities and Territories for 2019, demonstrate that the number of regions with an index value lower than the national average increased from 9 to 15 in comparison to 2018⁸. In 2020 two more regions appeared below the average level (Ivano-Frankivsk and Zakarpatya) evidencing the increasing gap in regional

⁴ http://ukrstat.gov.ua/operativ/operativ2021/vvp/kvartal_new/vrp/VRP_%20reg_04_20_ue%20.xls,
<https://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?locations=UA>

⁵ <http://hdr.undp.org/en/countries/profiles/UKR>

⁶ <https://www.ua.undp.org/content/ukraine/en/home/presscenter/pressreleases/2020/Ukraine-inches-forward-in-human-development.html>

⁷ <https://ukraine.un.org/en/103300-assessment-socio-economic-impact-covid-19-ukraine>

⁸ Rivne, Volyn, Odesa, Khmelnytsky, Dnipropetrovsk, Poltava, Vynnytsya, Zaporizhzhya, Mykolaiv, Sumy, Cherkasy, Zhytomyr, Kherson, Chernihiv, and Kirovohrad regions, <https://www.minregion.gov.ua/wp-content/uploads/2020/10/rozrahunok-indeksu-regionalnogo-lyudskogo-rozvytku-za-2019-rik.pdf>

development⁹. This points to the need for closer attention to these regions from central and local governments.

Following the cabinet reshuffle in March 2020, the Zelensky administration has enhanced its reform and focus in areas such as business development, climate and energy transformation, and anti-corruption, whereas gender, labour rights, and civil society are not key government priorities.

According to the State Statistics Service, as of 1st of August 2021 the population size of Ukraine is 41.36 million people¹⁰. The number of employed people aged 15-70 in 2019, compared to 2018, increased by 217,000 people to 16.6 million. It was followed by a decrease in employment to 15.8 million as of 2nd quarter of 2021. The employment rate thus decreased in all regions, and in total decreased from 58.2% to 56.2% of the economically active population was observed. The highest employment rates in 2020 were observed in Kyiv (61.7%), Kharkiv (59.9%), and Dnipropetrovsk (58.0%) oblasts, and the lowest levels were found in Volyn (48.9%) and Donetsk regions (49.2% in each). The economically inactive part of the total population is almost 11 million people (26%), of which 53.6% are pensioners, 20.4% are students, and 21.1% perform home duties (majority of whom are women)¹¹.

In 2020, compared to 2019 unemployment rate (according to the ILO methodology) increased to 9.5 in 2020 mainly due to negative influence of COVID-19 (8.8% in 2019). However, young people (15-24 years) have the lowest employment rates. This is partly due to the fact that young people of this age are studying, not being part of the workforce. On the other hand, this testifies to the long-standing problems with youth employment in the country. The present ILMJC project specifically addresses a key youth unemployment issue, viz. the skills mismatch of youth (over- or under-education compared to skills required for specific jobs).

Youth employment remains a major challenge, not least due to skills mismatch and lack of meaningful employment and business opportunities. The lowest unemployment rate is observed among the people aged 30-34 (7.3%), while among young people under 25 it was almost twice as high as among the general population (15.4%). According to the project inception report (2018) the percentage of youth aged 15-29, neither in Employment nor in Education or Training (NEET) exceed 1.5 million people, or 22,1% of the total population. The majority of them (61,8%) are women. Women in particular face serious barriers in seeking employment or becoming self-employed due to traditional gender roles and domestic obligations (childcare, elderly care, housekeeping etc.). This is a major challenge to the country's youth and economic performance, whilst also being a serious gender gap (economically and in terms of opportunities).

Some other significant gender differences in the labour market of Ukraine that were observed in 2019, demonstrated positive trend in 2020. Due to the contraction of economic activity in 2020, the number of employed male persons aged 15-70 decreased by 345,700, while female employment increased by 317,300 persons (or for each sex by 4%). The situation has improved in comparison to 2019 when the number of employed male persons aged 15-70 increased by 205,000, while female employment increased by only 12,000 persons. Moreover, the employment rate among men fell to 61.8% (64.0 in 2019), but among women it dropped less (51.2% in 2020 in comparison with 52.9 in 2019). In 2020, the World Economic Forum ranked Ukraine 59 out of 153 countries in Global Gender Index¹².

Despite the 2019 reduction in unemployment, in general employment indicators in Ukraine have worsened in recent years, disproportionately affecting vulnerable groups (youth, women, and for those residing in rural areas) that become even more evident in 2020. The country faces serious demographic challenges because of a rapidly aging population, migration, and internal displacement

⁹ <https://www.minregion.gov.ua/wp-content/uploads/2021/09/prezentacziya-irlr-2020.pdf>

¹⁰ http://database.ukrcensus.gov.ua/PXWEB2007/ukr/news/op_popul.asp

¹¹ Economic Activity of Population in Ukraine, 2020, table 4.1 & 4.2 (State Statistics Service of Ukraine)

¹² http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

of the population. The problem of informal (undeclared) employment remains substantial, despite the fact that it has slightly decreased. The SES is aiming to identify all non-registered workers. Current legislative changes provide for sanctions to employers for breaching the labour law.

Migration remains a serious problem for the Ukrainian labour market. The outflow of well-educated young people to large cities or abroad reduces human resources and causes loss of intellectual capacity in some regions and sectors. Migrant domestic workers are especially vulnerable to violation of their labour rights, something that again disproportionately hits women and youth who rarely formalize their employment.

The number of Ukrainians working abroad is currently estimated at about 3 million individuals¹³, contributing to “brain-drain” and lack of qualified workers in the country.

In addition, Ukraine faces unemployment of Internally Displaced Persons (IDPs). The estimated number of IDPs is approximately 1.5 million people¹⁴ (equivalent to around 3.6 percent of the total population), many of whom are of working age. Rising unemployment throughout Ukraine poses additional constraints for displaced persons to find work in other regions of the country.

In addition to the above mentioned issues, the level of wages and gender inequality in salaries and career growth, including ‘glass seal’ have a negative impact on employment and the labour market. Ukraine does not yet have an inclusive and comprehensive employment policy that has been developed and owned by line ministries and social partners. This means, among other issues, that instruments targeting more vulnerable population groups (such as women, Youth NEET, and IDPs) are absent.

2.1.1 Recent labour and administrative reforms

The government introduced certain improvements to enable SES services to be delivered electronically. All counselling and services for jobseekers and registered unemployed persons about employment and the provision of material support are extensively offered via remote communication that could be considered as a positive, unintended COVID impact.

In November 2019, the core labour market functions were transferred from the Ministry of Social Policy to Ministry of Economy (Ministry of Economic Development and Trade that time), announcing creation of new jobs as one of the top priorities of the new GoU. The effects of these changes were explored during the evaluation and reflected in this report (see section 5.3).

The GoU also initiated a reform of the Public Employment Service, transforming it into a Public Employment Agency aiming at streamlining of its functions, improving labour market information and expanding its services to all jobseekers (not only the unemployed). Ukraine has not ratified a number of core and technical ILO Conventions, including #181 (on Private Employment Agencies), # 183 (on Maternity Protection), #C88 (on Public Employment Service) and #64 (on Contracts of Employment (Indigenous Workers)).

The ILMJC project and the ILO in Ukraine aim to assist the country in ratifying these conventions, which will ensure application of international labour standards.

The decentralisation reform initiated a transfer of power from the central government to regions and oblasts, as well as creation of amalgamated communities, a process that has not yet been finalized. Despite positive expectations of strengthening of financial capacities of the lower tier of local administration, there is still a significant gap between the income of newly established ‘hromadas’ (tax collection and central subsidies) and their obligations, including education and labour market

¹⁴ <https://minre.gov.ua/en>

services¹⁵. This has also impacted the State Employment Services (SES) because the question of functioning and financing of SES branches at hromada level is still open.

2.1.2. Skills development, business environment and SME development

The GoU pays specific attention to improving the business environment and SME support. According to the Statement of President Volodymyr Zelenskyy during a speech at the All-Ukrainian Forum "Ukraine 30. Small and Medium Business and the State" on March 18, 2021 'Small and medium business is the basis of Ukraine's economy, so it is an important priority for the government. The state and business must work as a team and as allies who share a common interest, such as a successful and prosperous Ukraine'.¹⁶

The Cabinet of Ministers adopted an SME Development Strategy (2017- 2020), followed by an Action Plan on its implementation for the period up to 2020. The Ministry of Economy of Ukraine¹⁷ was defined as responsible body for the Strategy implementation, while the SME Development Office (SMEDO), advisory body under the Ministry, created in 2019 under FORBIZ|EU4Business support, aiming to assist with SME support policy co-ordination and implementation. Systematic and consistent government steps towards improvement of business environment, including a moratorium on inspections of businesses. The WB Doing Business index has increased the ranking of Ukraine 19 positions since 2016, ranking now 64th in 2019-20¹⁸. Ukraine also improved its scores in the SME Policy Index, which assesses policies and institutions for SME development against the ten principles of the EU's Small Business Act for Europe¹⁹.

However, the SME Strategy expired in 2020 and no new strategy has been developed. SME development was included in the National Economic Strategy 2030 at the level of Strategic vectors 17 'Entrepreneurship development'²⁰. After FORBIZ came to an end SMEDO did not get any state support and stopped functioning. Entrepreneurship support was transferred to the Export Promotion Office that was transformed into a state institution 'Entrepreneurship and Export Promotion Office'.²¹ At the moment it is too early to assess its effectiveness.

In general, Ukrainian SMEs still face multiple difficulties including access to finance, access to high-quality business development services and a serious skills mismatch. In addition, low productivity of SMEs in Ukraine hampers competitiveness and limits prospects for decent salaries and career opportunities. The Ukrainian educational system still lacks possibilities to equip their graduates with knowledge and skills required by SMEs. The situation is further complicated by the ongoing decentralisation, which includes transfer of responsibility for TVET schools from central to oblast level, leaving these schools without proper financial support.

The local administrative level (including amalgamated hromadas) is not able to ensure investments in technological upgrading of TVET schools and in-service training of teachers. In 2018, the Government announced a reform of vocational training with EU support. The reform should result in increasing vocational students, renewal of equipment, dual education, better skills match fit to regional labour market needs etc.²² However, unlike in many developed countries, enterprises in Ukraine are not used as training providers under adequate frameworks of cooperation and certification. This again leads to

¹⁵ Hromadas were created as part of Ukraine's decentralization reform in 2015 (Voluntary Consolidation of Territorial Communities (<http://zakon3.rada.gov.ua/laws/show/15719/print1469801433948575>)). Hromadas are voluntary amalgamated local self-government units, below the oblast state administrations, merging several rayons (lowest administration tier) in the same oblast.

¹⁶ <https://www.president.gov.ua/en/news/volodimir-zelenskij-malij-i-serednij-biznes-ce-osnova-ekonom-67213>

¹⁷ Ministry for Development of Economy, Trade and Agriculture that time

¹⁸ <https://www.doingbusiness.org/en/data/exploreconomies/ukraine>

¹⁹ <https://www.oecd.org/eurasia/competitiveness-programme/eastern-partners/Monitoring-the-Implementation-of-Ukraine%E2%80%99s-SME-Development-Strategy-2017-2020-ENG.pdf>

²⁰ <https://zakon.rada.gov.ua/laws/show/179-2021-%D0%BF#n25>

²¹ <https://epo.org.ua/>

²² <https://acmc.com.ua/u-2019-rotsi-startuye-reformuvannya-profesiyno-tehnichnovi-osviti/>

additional difficulties in keeping up with technological development and providing up-to-date equipment to TVETs on a current basis (which is very expensive for the schools).

Ukraine experiences a complex set of challenges with regard to multiple skills mismatches, including skills-related underemployment, skills shortages in certain occupations, and skills gaps. According to a World Bank study²³, 40% of companies in four key sectors (agriculture, food processing, information technology, and renewable energy) report a significant gap between the type of skills their employees have and those they need to achieve their business objectives. The poor links between education providers and labour market institutions has led to a situation where less than 40 percent of higher education graduates find jobs in their area of specialisation. Opportunities for validating non-formal and informal learning are lacking because of the limited cooperation between education institutions and the social partners. Communication between employers (mainly SMEs) and training institutions very often is not efficient. The employers do not clearly indicate their needs for specific labour skills and have little influence on curricula improvement. The process for changing a curriculum in Ukraine is a lengthy and complex one.

2.1.3. Social dialogue

The adoption of the law “On Social Dialogue in Ukraine” in 2010 and number of supplementary legislations²⁴ followed by establishment of a new institution - the National Tripartite Social and Economic Council (NTSEC) and Regional Tripartite Social and Economic Council (RTSEC) has set a basis for development of social dialogue in Ukraine.

Meanwhile, in 2019-2021 a significant number of draft laws influencing social dialogue and labour market appeared on the policy agenda. Some of them caused hot discussions between social partners and government. Thus, according to a legislative analysis by KVPU as of 10 September 2021 there are about 20 different draft laws under consideration that violate rights of trade unions and workers and risk provoking social and labour conflicts (e.g. draft Law #6067 on SES reform, unemployment insurance, employment promotion, youth, and active labour market programme²⁵, draft Law #2683 "On compulsory funded pension provision"²⁶, draft Law #2681 "On Amendments to Certain Legislative Acts of Ukraine (Regarding Certain Issues of Trade Unions' Activities)"²⁷ etc.). Social partners (Including FEU) insist that development of many of these drafts was done without their involvement. The government (Ministry of Economy) argues that a number of these drafts were initiated by Members of Parliament (e.g. #2683, #2682), and it is thus outside the MoE's remit to ensure participation of social partners in the process. This situation brings additional tension to the relation of partners and affect potential impact and sustainability of the ILMJC towards strengthening social dialogue.

The functioning of the NTSEC established with the aim to support social dialogue is also far from ideal. Thus, from 2012-2014, NTSEC aimed to establish and develop a national social dialogue, internal regulations of the council and provisions for RTSECs were approved, setting up thematic working groups and committees etc. However, in 2015 NTSEC faced serious problems due to policy disagreements among its members. The project's inception report stated that social partners and

²³ World Bank: „Skills for a Modern Ukraine“, Ximena Del Carpio, Olga Kupets, Noël Muller, and Anna Olefir. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/25741/9781464808906.pdf>

²⁴ The Law of Ukraine “On trade unions, their rights and guarantees of activity”; the Law of Ukraine “On employers' organizations, their associations, rights and guarantees of their activity”, the Law of Ukraine “On collective agreements”, the Law of Ukraine “On the procedure for resolving collective labor disputes (conflicts)”

²⁵ http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=72783

²⁶ http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=67794

²⁷ http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=67792

tripartite structures face several challenges, including difficulties establishment two-way communication with their members.

The number of trade union members is continuously declining, partly due to limited and low-quality services offered. On the other hand, SMEs (representing 99% of enterprises in Ukraine), are not members of an employers' organisation and thus do not receive their services. Moreover, during the field mission (September 2021) one of the trade unions confirmed that SMEs are not their target audience as trade union prefer to serve to medium and large enterprises

The NTSEC and its Secretariat have limited capacities to follow up on implementation of the NTSEC's recommendations and to effectively communicate its work to the wider public. In 2018, one of the core social partners, FEU, Federation of Employers of Ukraine, suspended its membership of NTSEC which has consequently not met for the last two years, due to disagreement on the principle of rotational presidency. This has also negatively impacted the national tripartite social dialogue. In July 2020 the government delegated its representative to the NTSEC which raised hopes for intensification of social dialogue.²⁸ In addition, in November 2020 the NTSEC Presidium held its 1st meeting; on July 13, 2021, the new Secretary of the NTSEC was selected²⁹ by competitive recruitment and officially approved by the NTSEC Presidency on August 31, 2021.

The MTE notes that the issue of civil society actors joining social dialogue is still being debated. Social partners insist on the tripartite model of social dialogue, which formally does not include representatives of other civil society actors. However, the MTE notes that the recently approved (27

September, 2021) National Strategy for Promoting Civil Society Development in Ukraine obliges government ministries and bodies, as well as local authorities, to ensure participation and consultations with civil society organisations. This new strategy allows CSOs to participate in development and implementation of state and local policies, and to analyse the work of public councils and continue to enhance their performance. Importantly, this strategy includes a section on socio-

In September 2021, Friedrich Ebert Stiftung organised a national conference on the status of social dialogue in Ukraine. One of the background studies outlines the key positions of employers and trade unions¹.

Employers' key recommendations on Social Dialogue:

1. The efficiency and effectiveness of Social Dialogue require a political will by the state. NTSEC is the main platform for social dialogue and for coordinated position. The state must confirm its intention to respect and follow social dialogue
2. Concrete measures for the practical integration of the existing legal model of SD in the structure of public administration of Ukraine should be developed
3. Qualifying newly appointed national and local executive authorities in how SD is organised and the role of administrative bodies in relation to participants in SD.
4. Synergy of employers and trade unions in key issues of economic and social policy, and industrial relations. The design of mutual political will as basis for cooperation, as orientation towards a coordinated and desired result.

Trade unions' key recommendations on Social Dialogue

- Trade Union stress the Rule of law, representativity and legitimation of social partners and their representatives, as well as Independence and equal rights of social partners.
- An effective social dialogue can only be achieved by ensuring openness and transparency of SD, adequate support from the Government, as well as representativity and legitimacy of parties, and not least their willingness to find a compromise by considering a wide range of positions and views and mutual responsibility.
- Binding fulfillment of the decisions in the NTSEC and the regional councils by the respective parties.

Source: [https://library.fes.de/pdf-](https://library.fes.de/pdf-files/bueros/ukraine/18188-20210903.pdf)

[files/bueros/ukraine/18188-20210903.pdf](https://library.fes.de/pdf-files/bueros/ukraine/18188-20210903.pdf). "Stand des sozialen Dialogs in der Ukraine und Positionen der Sozialpartner", FES, June 2021. Accessed Sept 2021.

Recommendations translated from German and extracted by the ET team, slightly modified

²⁸ CMU decree on approval of the composition of representatives of the executive bodies in the National Tripartite Socio-Economic Council <https://zakon.rada.gov.ua/laws/show/688-2020-%D1%80#n11>

²⁹ President Decree #514-2021, <https://www.president.gov.ua/documents/5142021-rp-39373>

economic development, social policy and entrepreneurship, guaranteeing CSOs much wider influence in consultations and participation in development of initiatives and supervision of public institutions and their budgets. This could place social partners as well as CSOs in a much more proactive and influential role. It is yet too early to say what implications this may have on the Tripartite Social Dialogue processes and the NTSEC council.³⁰

2.2 Project setting

The Inclusive Labour Markets for Job Creation project (ILMJC) in Ukraine is implemented by the ILO and is the largest ILO engagement currently implemented in Ukraine with an overall budget envelope of DKK 54 million or approx. USD 8,5 million. Initially planned for 2017 – 2022, the project got a no-cost extension of 18 months until June 2024³¹ (approved by DANEP in August 2021). The ILMJC is financed under DANEP as one of 10 development engagements (DEs) in Ukraine of which 7 are currently active, with an overall portfolio of DKK 476 million. DANEP includes two Thematic Programmes defined as: 1) Promoting human rights and democracy (the Governance Thematic Programme) and 2) Strengthening sustainable and inclusive economic growth (the Economic Growth Thematic Programme).

The ILMJC project is structured around three main outcomes:

- d) Labour market governance is improved through the strengthening of employment services and other labour market institutions.
- e) Skills development is better aligned with demand for skills with particular emphasis on the private sector.
- f) Tripartite social dialogue and collective bargaining as means to create more and better jobs are enhanced.

The ILMJC provides assistance to Ukrainian government actors and social partners in improving the labour market governance, including reform of the State Employment Service, enhancing entrepreneurship capacities, and improving social dialogue and capacities of social partners to engage in meaningful social dialogue.

The target groups of the project are:

- National Government level: Ministry of Economy of Ukraine³² (MoE), Ministry of Social Policy of Ukraine, Ministry of Education and Science of Ukraine
- Social partners at national level: Federation of Employers of Ukraine (FEU), Confederation of Free Trade Unions of Ukraine (KVPU), and Federation of Trade Unions of Ukraine (FPU)
- Regional Government (Oblast) level: designated institutions responsible for education and employment related issues (including regional State Employment Services)
- Social Partners at regional level: Associations of employers and trade unions
- Amalgamated community (“Hromadas”) - local government level: Technical Vocational Education & Training (TVET) schools in selected amalgamated communities, government institutions responsible for education and employment related issues
- Civil society organisations at the level of amalgamated communities

The final beneficiaries of the ILMJC project are:

³⁰ This new strategy could not be discussed during the MTE field work as it was only published in October, 2021.

³¹ It is noted that the exchange rate DKK-USD has fluctuated substantially since 2017. According to the DANEP Development Engagement Document (DED), contributions from DANEP to ILO are at market exchange rate on the day of transaction. This has implied a reduction in the available budget in USD to the ILO. Exchange rate fluctuations are a standard clause in DANEP contracts and risks are borne by the beneficiary organisation.

³² Since 2019 till 2021 named “Ministry for Development of Economy, Trade and Agriculture of Ukraine”, as of 2021 <https://me.gov.ua/old/?lang=en-GB>

- Unemployed and inactive persons (particularly youth and women) facing the risk of social exclusion.
- Operators (self-employed) or employees of SMEs in the informal economy.

The MTE notes that in addition to the three targeted Local Employment Partnerships (LEPs) in Rivne and Kherson oblasts, two additional LEPs (Zaporizha, Sumy) are in the process of starting up implementation in October 2021.

2.2.1 Project organisation and governance

The ILMJC is managed by a Chief Technical Adviser (CTA), who took office in Kyiv since the start of the project early 2018. The CTA is assisted by a team of two National Project Officers; one senior Danish financed senior adviser (from October 2020); one Project Assistant; and one Financial Assistant, all based in Kyiv. The CTA reports to the Director of ILO Regional Decent Work Office in Budapest. In addition, a programme assistant at ILO's Budapest office provides financial management assistance, supervises the budget, using ILO's financial management system, assist with procurement, and prepares financial status reports to ILO and DANEP. This post is financed (50% of the salary) by the ILMJC project.

The ILMJC maintains close contact with and is guided by ILO's country coordinator in Ukraine.

In terms of project governance, the Project Steering Committee (PSC) supervises the work of the project, approves its work plan and reports, as well as provides strategic guidance. It further discusses value and relevance of the different models, approaches applied and interventions (capacity building, SIYB, LEPs) by the ILMJC. The MTE notes that the important areas of labour market legislation and employment (incl. the alignment of legislative proposals with International Labour Standards, ILS) have been discussed extensively in the PSC.

The PSC consists of the ILO representative in Ukraine, the CTA, the ILO key constituents Ministry of Economy, Federation of Employers of Ukraine, Confederation of Free Trade Unions of Ukraine, and Federation of Trade Unions of Ukraine; the PSC further includes Ministry of Social Policy, Ministry of Education and Science, the Secretariat of the National Tripartite Socio-Economic Council, the State Employment Service, DANEP and the ILO Country Coordinator. The PSC meets regularly (at least twice a year).

The MTE notes that the PSC does make relevant formal decisions on approving project work plans, strategies, and provides guidance and suggestions to the project team. No other more operational supervisory or management body for the project is established (like a project management committee), so the project team operates under the guidance and decisions of the PSC, and by very frequent interaction with the constituents and the ILO Country coordinator.

3 Background and Objectives of the Evaluation

As defined in the ToR (see Appendix 7.12), the purpose of this joint ILO-DANEP mid-term independent evaluation is to promote accountability and strengthen learning among the ILO and key stakeholders.

The MTE took place in Ukraine from 20 September-01 October 2021. As agreed with Danida, the ILO evaluation manager and the ILMJC team, the MTE evaluated the project implementation until 31 July 2021, assessing all the results and key outputs that were produced since the start of the project in 2017.

3.1.1 Specific objectives of the evaluation

The specific objectives of the evaluation are:

10. Assess the extent to which the project has achieved its stated objectives and expected results to date, while identifying the factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
11. Identify gaps and specific areas for improvement;
12. Identify developments affecting key assumptions and risk factors
13. Make recommendations for adjustments or improvements where necessary and possible in on-going activities as applicable for the remaining time of implementation considering the no-cost extension until 2024, as well as for a possible new phase. Where possible, recommendations should be forward looking for consideration by ILO, DANEP /DANEP.
14. Assess the extent to which the project outcomes will be sustainable;
15. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs, GoU-UN Partnership Framework 2018-2022);
16. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
17. Make recommendations for adjustments or improvements to further engage the Danish Social Partners under the current project, in accordance with ILO and DANEP rules and guidelines
18. Provide recommendations to project stakeholders to promote sustainability, improve and support delivery towards the project outcomes.

The ToR define a set of specific evaluation questions for each of the ILO Evaluation criteria. These detailed evaluation questions are not repeated here but are placed in the relevant sections in chapter 5.

- Relevance and validity of design
- Coherence
- Project effectiveness
- Efficiency and management arrangements
- Impact
- Sustainability

3.1.2 Clients and scope of the evaluation

The main clients of the evaluation are Danida/DANEP, the specialists and management of the ILO DWT/CO Budapest, ILO Regional Office for EUROPE, technical departments at the ILO Headquarters and tripartite constituents in Ukraine.

The beneficiaries of the evaluation were, over and above the central constituents, stakeholders such as NGOs and other UN organisations, the regional department of the SES in Kherson, Kherson City Council, the LEP Board in Kherson, TVET schools, local implementing CSOs and SIYB trainers.

The evaluation covered expected (i.e. planned) and unexpected results in terms of non-planned outputs and outcomes (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the evaluators were asked to reflect on them for learning purposes.

The analytical scope included identifying levels of achievement of objectives and explaining how and why these results have been attained in such ways (and not in other alternative expected ways, if this would be the case).

Gender equality was considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. This implied involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators reviewed information and disaggregated data by sex and gender, assessing the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

4 Methodology

As explained in the updated Inception report (August 2021) the MTE team organised and expanded the evaluation questions into an Overall Evaluation Matrix (see appendix 7.6). This has been the core guiding document for the present MTE. With over 60 evaluation questions (EQs), the matrix was broken down into operational shorter interview guides for the main groups of constituents and partners.

4.1 Evaluation criteria

The MTE followed the OECD-DAC framework and principles for evaluation. Recommendations, emerging from the evaluation were directly linked to the findings in order to provide clear guidance to stakeholders (ILO, DANEP and key constituents) on how they may be addressed. The evaluation assessed to the evaluation criteria in the following manner:

Criteria	Assessment
1. Relevance, coherence and validity of design	In an effort to assess relevance, coherence and validity, the ET contextualised the issues including alignment with local strategies and policies, relevance to beneficiaries, complementarity with other engagements, adherence to HRBA, Gender Equality and vulnerability as well as an assessment of the project design.
2. Project effectiveness	An assessment of progress against targets and outcomes given the designed Results Framework, M&E system, project reports, benefits and value added of the project to involved stakeholders, whether women and men benefit equally, main lessons learned, effectiveness of support from Danish social partners and response to COVID-19 was done.
3. Efficiency and management arrangements	An assessment of efficiency in use of external and internal HR and experts, time, funds etc. to achieve objectives, expenditure compared to budget, adequacy of resources to implement, establishment of national and local

Criteria	Assessment
	government relationships and the efficiency of ILO support. As it was not possible to carry out cost-efficiency analysis, some approximations were made.
4. Impact	The ET assessed the impact on target groups, systems and institutions to the extent possible given that the project is in the middle of its implementation.
5. Sustainability	Assessment of durability of project achievements and the ability of partners to continue certain interventions beyond the project period. Additionally, the ET identified gaps and propose recommendations for improved sustainability.

The Evaluation Questions as per the ToR are repeated in each of the main sections in chapter 5 findings, for readability and consistency.

The full evaluation matrix is presented in Appendix 7.7, the ToR in 7.12.

4.2 Evaluation methodology

The evaluation was conducted in compliance with United Nations' evaluation norms and standards, the ILO Evaluation Guidelines, as well as the OECD/DAC Evaluation Quality Standards. It followed the prescribed ethical safeguards, as specified in the ILO's evaluation procedures. This joint donor-ILO evaluation is co-managed and co-financed by DANEP that also provided input and guidance to development of the ToR; the senior adviser from DANEP also participated in the MTE during the first week.

The MTE was conducted in a transparent manner and as consultative as possible by engaging various groups of stakeholders. The evaluation used a mix of qualitative and quantitative methods to gather and analyse data, which were gender disaggregated to the extent possible. The MTE was organised in four phases (see 4.2.1 – 4.2.4 below):

1. Desk review and literature analysis.
2. Preparatory interviews and SIYB survey.
3. Field work.
4. Debriefing and reporting.

The ET paid particular attention to Gender Equality in line with ILO's Guidelines on Integrating gender equality in monitoring and evaluation, as well as Danida's HRBA and Gender screening tool. For this purpose, additional evaluation questions have been added to the Evaluation Matrix, intending to assess how the project has considered needs of men and women, and what the effects of the interventions may be. ILO's Guidelines have been used for expanding this aspect of the ToR.

The MTE also carried out an assessment of the intervention's underlying theory of change and project design, to assess the factors that contribute to, or impede, the achievement of results (as outlined in the results framework), and to assess the extent to which the initiative is still 'fit for purpose'.

4.2.1 Phase 1: Desk review and literature analysis

During this phase ET studied:

- Background materials (Project Steering Committee Terms of Reference; Agreement Between the Government of Denmark, Represented Danish International Development Agency and the International Labour Organization; Development Engagement Document for Inclusive Labour Markets for Job Creation in Ukraine (2017-2022) etc.);

- Materials produced by the project (Diagnostic Review and Member Needs Assessment of Ukrainian Social Partners, training materials and reports, LEP concept and presentations, etc.);
- Project reports and minutes (annual Development Cooperation Progress Reports; Steering Committee' minutes', M&E matrix) as well as project budget;
- Relevant secondary literature, including reports and studies in the field of labour market, social dialogue, and SME development.

ET also carefully studied ILO and DANEP evaluation guides. List of reviewed documents is presented in the Appendix 7.6.

4.2.2 Phase 2: Preparatory interviews and SIYB survey

A range of on-line interviews and meetings (ZOOM, SKYPE, telephone) with constituents, stakeholders, donors as well as initial interviews with the ILMJC team, ILO Budapest and DANEP in Copenhagen etc. took place in 2020, including interviews with Danish social partners DI and 3F. Additional online interviews took place in August 2021 (with DI, 3F) to update any progress in cooperation between Danish and Ukrainian social partners.

Outcome 2 of the project is *“Skills development and entrepreneurship training for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector”*. One of the indicators under this outcome is *“Increased entrepreneurial intentions: Number of participants in entrepreneurship training courses that intend to open their own business (at least XX % youth)”*.

The ET finds that Development Cooperation Progress Reports (DCPR) by this ILO project do not provide sufficient evidence of delivering against the indicators. In other words, effects of the interventions and activities under this outcome indicator are not at this stage convincing (or at least not reported). In order to be able to assess potential impacts and effects of the entrepreneurship training interventions under outcome 2, based on data collected from beneficiaries, the ET designed and conducted an online survey directed at assessing the impact and effects of SIYB training. The survey focused on determining the number of trainees that may have started their own business as a direct consequence of their participation in SIYB training provided by the project. Additionally, an assessment of the usefulness and value of the training was done.

The survey targeted 490 trainees in Rivne and Kherson oblasts. The final survey questions were translated into Ukrainian to avoid possible misunderstandings and increase response rate. With 120 respondents (24% response rate) the survey is well beyond the 95% confidence level, and thus sufficiently statistically representative to provide a clear indication of the effects on the SIYB trainees. The survey has been designed in consultation with and rolled out with assistance from the project team in order to reach the SIYB trainees. Chapter 5.3.4 and Appendix 7.7. presents survey results.

The phase resulted in the MTE inception report submitted in October 2020 and (as agreed with DANEP and ILO), updated in August 2021.

4.2.3. Phase 3: Field work

As agreed with ILO project and DANEP, field work was postponed several times and finally took place from the 20th September – 1st October 2021. The field work started with a session with core ILO constituents to present core issues, expectations, and challenges (29 participants, 19 female, 10 male). This session helped framing the MTE was helpful in terms of further data collection and access to stakeholders.

The field work included semi-structured interviews with key informants and stakeholders: follow up interviews with SES, Ministry of Economy of Ukraine, social partners; first time interviews with number of project constituents and partners, namely National Service on Mediation and Conciliation, NTSEC, NGO GURT – SIYB implementer, LEP Rivne, Danish Embassy. Meetings with other projects with similar mandate were conducted to assess possible overlaps and synergy.

During the field work the ET used semi-structured interviews based on the evaluation matrix. Question guides for the key constituents (SES, Ministry of Economy of Ukraine, social partners, LEP partners) were developed, and during other interviews ET was more flexible trying to cover the whole range of evaluation questions.

In total (preparatory interviews and field work) the ET conducted 25 individual interviews, including 3 visits to SMEs – SIYB grantees, 22 joint meetings, and two focus groups with 95 persons consulted totally (53 female, 42 male).

The field work also included a visit to Kherson oblast where the LEP model was implemented, given that Rivne oblast was already visited during by the Mid-Term Review of DANEP programme in Ukraine in 2019. Besides, Kherson at that time had a lower COVID infection rate.

During this visit (September 27-28, 2021), the ET explored how the ILMJC project supports and interacts with the regional partners and institutions. In Kherson, ET met management and senior officials of the Kherson State Employment Service and Kherson City Council. The Gastro Laboratory of the Kherson Higher TVET school was visited where ET also met students who had internship in restaurants, director of Kherson Higher TVET School, and members of Working group to develop an occupational standard for Cooks.

Visits to SMEs (SIYB grantees) took place to assess the value added of the SIYB programme as well as importance of the grant support provided by the project.

Two Focus Group sessions were conducted³³ with 1) a selected group of SIYB mentors/trainers on the value added and content of the SIYB training, as well as the success of trainees in starting and operating their business. Six mentors/trainers took part in the focus group (4 female, 2 male) in Kherson 2) the LEP Board members³⁴ to discuss the achieved results, possible scalability of the LEP model, its sustainability and impact.

The field work also included several status meetings with the project team and ILO National Coordinator for Ukraine.

4.2.4 Phase 4: Debriefing and reporting

A debriefing/validation session where the ET presented preliminary findings, conclusions and recommendations took place on October 1. The session was conducted in the combined online/offline mode. The ILMJC project team, the ET and the ILO coordinator in Ukraine participated offline while 24 constituents and the DANEP senior adviser participated online. The participants overall confirmed the relevance and validity of presented findings, conclusions and recommendations. The presentation can be found in the Appendix 7.9.

The phase included further data collection, data analysis and synthesis to produce the final evaluation report.

4.3 Evaluation limitations

Due to the rich feedback from informants, the broad scope of the MTE as well as limited time available for meetings, not all the Evaluation Questions could be covered in all meetings with stakeholders and informants.

The final ToR contains a large number of evaluation questions, and adjustments have proven to be necessary. This was also a limitation during field work, particularly for group sessions and focus group discussions. It was not possible to pose all relevant evaluation questions during the limited time available for interviews. The ET has thus selected priority and critical questions for each respondent

³³ A focus group question guide was designed to assess the level of Outcome 1 and 2 achievement as well as issues of sustainability and possible impact and effects of the project.

³⁴ LEP Board members are SES (Oblast and City), TVET Directors, municipality, NGOs, Association of Cooks, employers (Chef's Club) etc.

as necessary. The EQ responses have been triangulated across constituents and representatives, but some detailed EQs had to be omitted in some interviews, and the issues analysed based on documentation or covered by other informants. The ToR's specific focus on Gender Equality led the ET to expand the overall evaluation matrix with additional probing into how the project's interventions had affected men, women and vulnerable groups. Due to the same limitations (time, often large meetings with many informants) it was not always possible to fully explore Gender Equality.

One EQ under Sustainability (5.7: Assess and make recommendations for improvements for an outline of a possible new phase of the project) has not been dealt with by the MTE, as this was deemed premature, given the no-cost extension. This was discussed during the MTE with DANEP and the ILO.

The ILO project team and the MTE Team showed flexibility and adjusted evaluation matrix, work plan and meeting schedules to the prevailing conditions. Adjusted evaluation matrix is presented in Appendix 7.8.

During the Inception phase, due to the COVID 19 pandemic, the ET has had to conduct all preliminary interviews and meetings with ILO, DANEP and constituents, stakeholders on-line. On-line interviews provided limited access and understanding of stakeholders, the context and conditions under which they operate.

The mission has already been postponed several times due to the closure of Ukraine's borders. It has jointly been agreed between the ILMJC project team, DANEP and the MTE Team that it would be close to impossible to conduct field work as planned during October-November 2020, due to the serious travel and meeting restrictions under the second wave of COVID-19 that set in during October 2020.

There was a risk that if the COVID infection rate in Ukraine continue to rise, it may be necessary to convert the entire field work of the MTE to on-line, virtual interviews and meetings. This would be far from ideal and would obviously limit the ET's opportunities of engaging more directly with stakeholders and respondents. Not being able to do direct observation, hold face-to-face meetings and physical focus groups discussions would be an impediment, also in terms of verification and triangulation of responses. Fortunately, the situation allowed to conduct the field work in offline mode, which was important for quality of data, validation and participation and the ET's understanding of concerns and challenges faced by stakeholders and informants. The field mission finally took place on 20th September – 1st October 2021. However, several postponements of field work, updating the inception report and tracking progress in the project implementation for one extra year (September 2020 – August 2021) took additional time and efforts.

5 Findings

In this chapter, all Evaluation Questions (EQs) in the ToR have been numbered according to the five main evaluation criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability) and are presented at the head of each subsection, for reference and readability.

5.1 Relevance and strategic fit

Key Evaluation Questions 1

- 1.1 Is the project relevant to the government's strategy, policies and plans, the DWCP of Ukraine, Danish Neighbourhood Programme, UNDAF and SDGs?
- 1.2 Is the project relevant to the needs of the beneficiaries?
- 1.3 How well has the project complemented and fit with other organizations' programmes and projects in the country?

The ET's documentary research and interviews with ILMJC, constituents, partners, beneficiaries and local authorities, confirmed the ILMJC's alignment with national policies and strategic documents, which define creation of new jobs as a top priority for the state policy (Poverty Reduction Strategy (2017-2020), ILO-GoU Decent Work Country Programme (DWCP), State Programme on Equal Rights and Opportunities for Women and Men (2017-2021), National Economic Strategy 2030, Government Conception of Decentralisation, SDGs, the Government of Ukraine (GoU)'s Programme 'Affordable Loans '5-7-9%').

Final beneficiaries (SES, social partners, NTSEC, NSMC as well as the core counterpart Ministry of Economy) confirmed the relevance of project's interventions to their needs. The conclusion is also supported by SIYB survey results stated that the training was relevant, and that the quality was good. Relevance of project activities to the needs of the beneficiaries is also proved by the fact that they have been developed based on rather specific needs assessment (Diagnostic Review and Member Needs Assessment of social partners, regional diagnostic for LEP localities).

Interviewed beneficiaries stressed the ILMJC's and ILO's flexibility in addressing of changes in external frameworks and context, particularly related to addressing COVID 19 impacts (e.g. by converting of SIYB and other training to online mode, and providing TA and other advice remotely). Beneficiaries also confirmed that project's team is responsive and flexible in reacting to the emerging needs and requests.

Donor coordination and harmonisation

The ILO country coordinator for Ukraine provides his guidance and supervision to the project, as well as undertakes coordination and representation of ILO in the UN Country Team (particularly with UNDP, OCHCR, IOM and FAO, as well as UN Women). Under the UN Partnership Framework (UNPF)'s pillar 1: Sustainable economic growth, environment and employment, a thematic coordination group has been established to ensure complementarity and avoid overlap. ILMJC presented SIYB at one of the meetings to promote its possible implementation by other UN agencies. Despite the interest shown, this did not materialise and could be considered by the team for the remaining project period.

Coordination is also taking place with GIZ, EU, the Embassy of Canada, Czech Republic among others, but there is no formalised donor coordination group in the field of labour market, skills development and small enterprise development (except WG on Regional Development under Donor Board on Decentralization Reform in Ukraine)³⁵.

The ILO country coordinator is further assisted by the ILMJC and other ILO projects in providing technical expertise and assessment of a large number of draft laws and regulations on social dialogue,

³⁵ https://donors.decentralization.gov.ua/en/donor_board

labour market and the role of social partners currently in process in the country. This legislative assessment is seen as both relevant and valuable by the social partners and complements well ILMJC project implementation under all three Outcomes (notably number 1 and 3).

The MTE notes that the ILO and ILMJC has succeeded in mobilising additional resources for a number of projects from other donors (see section 5.5.3 Partnerships and cooperation). This includes responding to a request by DANEP in 2019 to consider diverting some of available funds to support the Azov Sea region (the GIZ project as well as the Women’s empowerment project). Mobilising additional funding is positive as it enhances synergy with and value-added of the DANEP investment, although these projects have comparatively modest to small budgets.

A range of donor supported programmes and projects intervene in thematic areas related to the ILO project: Skills development for labour market needs, youth entrepreneurship, labour law enforcement, women’s economic empowerment, SME support and conducive business environment. Some internal Donor and Government coordination does take place on a regular basis, with a view to feed into and support Government policies and strategies. However, the number of actors and modalities is high, and the complexity of this canvas remains a challenge. Stakeholders shared their hopes that situation will improve since the establishment in 2020 of the Directorate for Coordination of International Technical Assistance under the Secretariat of the Cabinet of Ministers of Ukraine, which aims to ensure more coordinated cooperation between the GoU and development partners.³⁶

No significant overlaps have been detected with other international interventions and programmes. Beneficiaries and stakeholders pointed out that the ILMJC occupies its own niche contributing to harmonisation of the labour market and strengthening social dialogue in Ukraine. Moreover, the ILO has been able to co-finance or obtain additional donor funds for additional, complementary projects in SME development and economic empowerment, as well as Technical Vocational Education and Training (TVET). This is significant and demonstrates synergy and value-added of the ILMJC itself and DANEP’s large investment in this engagement.

These ILO projects have clear division of responsibilities and tasks, they share information to avoid duplication of efforts and activities, using joint translations of legislation, international practices (e.g. standards of operation for enterprises during COVID). In the remaining implementation period, the project could potentially benefit from closer cooperation with other project dealing with local economic development and strengthening of hromadas’ (e.g. U-LEAD).

³⁶ <https://www.kmu.gov.ua/en/yevropejska-integraciya/coordination>

5.2 Validity of project design

Key Evaluation Questions 1

- 1.4 To what extent did the project design identify and integrate specific targets and indicators to capture: i. Gender equality and non-discrimination concerns? and ii. Concerns regarding people with disabilities?
- 1.5 Assess whether the project interventions have been implemented in adherence with a Human Rights Based Approach
- 1.6 Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets?
- 1.7 Were the indicators designed and used in a manner that they enabled reporting on progress under specific SGD targets and indicators?

The project design includes specific targets and quantitative indicators to capture gender equality such as participation women and youth in the project interventions e.g. ‘At least 500 beneficiaries reached by SES through the employment partnerships (at least 50% women, at least 40% youth)’. However, people with living with disabilities are not integrated (this EQ is further elaborated in section 5.4).

The HRBA underpins the design of the entire intervention, and as a result, a significant number of representations of women and youth benefited from the project support. There are also former veterans among SIYB participants and grantees. In general, special attention to vulnerable groups to whom self-employment could be a second chance to ‘jump onto the labour market’ was paid in selection of SIYB trainees (people of 50+ age, Internally Displaced Persons, women with 3 children etc.) The project also supported SES by sharing the good practices of working with different target groups where psycho-social assistance is needed (Veterans, Internally Displaced Persons, women after maternity leave etc.). In its implementation, the project team follows a common understanding of HRBA to Development Cooperation as well as ILO guidelines.

The ILMJC has a coherent Intervention Logic with results at output level feeding into the three overall outcome areas. The project applies a participatory approach involving a wide range of constituents, and has introduced some innovative models (LEPs, career advisors and counsellors). The ILMJC applies a number of targeted and evidence-based approaches: A comprehensive needs assessment of social partners, territorial diagnostics for LEPs, a comparative analysis of economic and labour market indicators for collective bargaining in Germany and Ukraine, Comparative analysis of the NTSEC in Ukraine and ESCs of 8 EU member states as well as legal assessment of ILS compliance of a number of draft legislations on key labour, employment and social policy.

The Theory of change and underlying assumptions are overall deemed to be still valid, with the caveat that national Tripartite Social Dialogue remains challenged. It is a politically difficult and conflictual area with disengagement by some social partners, limited political will and a non-functional National Tripartite council since 2018. The ILMJC has done much to overcome and mitigate these challenges.

The ET has analysed all annual official reports by the ILO project until 2020 (Inception Report, Annual 2018-2019, 2019-2020 reports), and the underlying Development Engagement Document from DANEP (2017). To the credit of the ILO Budapest office the Inception report (June 2018) is very thorough and solid, introducing a number of changes to targets and indicators in the Results Framework. The ambitions in the DED were reduced to a more realistic level, and the changes were integrated in the results framework (RFW) and accepted by the constituents and approved by DANEP and ILO. The changes introduced were at project objective (Impact /target) level, Outcome 1 under training of SES staff, Outcome 2 on Entrepreneurship training and TVET schools, and Outcome 3 on targets for Trade Union and Employers’ fees and membership. The no-cost extension (as greed

between DANEP and ILO) in June 2021 led to another revision of the Results Framework that clearly defines outcomes, outputs and performance indicators with baselines and targets. Outcomes do contribute to the project objective; however, some adjustments are still needed to ensure common understanding of project targets and their measurement (At least two services of SES are mainstreamed at national level (output 1.1.); number of LEPs (output 1.1.); Teachers trained (Output 2.2) etc).

5.2.1 M&E and Reporting

The ILMJC project operates a comprehensive Monitoring & Evaluation (M&E) framework, tracking all outputs under the three outcomes, based on annual targets, as defined in the overall Results Framework (RF). The project also operates an Activity Tracking Table. During the Inception phase of this MTE, the evaluation team pointed out inconsistencies in this and had several working sessions with the ILMJC team on the achievements and reporting. A concern has been that the M&E system and reporting was a) not cumulative – making it difficult to track progress over time against the set targets and indicators and b) primarily activity and output based, with indicators not being used systematically while measurement of outcomes and impact is not always evident (e.g. under SIYB – Outcome 2, TPD – Outcome 3).

The ILMJC's annual reports (Development Cooperation Progress Reports – DCPR) are according to the ILO standard template, and the MTE notes that these do provide a summary of status of indicators and targets at outcome level (section 4, Summary of Immediate Objectives). However, the DCPRs do not explain how the indicators have contributed to these (e.g. why they are on track or delayed)⁴⁰. There is also no linkage to section 3 on Summary of Outputs. This makes it difficult to understand how and why the ILMJC has delivered against the defined framework.

This has been addressed during the MTE by working with the ILMJC team to revise its M&E framework and suggesting improvements:

- Including outcomes in the M&E matrix
- Systematic use of indicators at outcome and output level
- Cumulative achievements till date (2021) rather than annual

This implied that the ILMJC team needed to track achievements and status since 2018 (after the ILO Inception report) and integrating these into a new M&E matrix. This M&E matrix in its new form is a key RBM tool for the project team in providing the basis for evidence-based progress reporting. In the same vein, a simpler table documenting progress against indicators and targets (used by the ILMJC for its PSC meetings) was updated to be cumulative and include outcomes.

The current project design does not enable reporting on progress under specific SGD targets and indicators, but overall feeds into SDG targets 8.3, 8.4 and 8.5, in line with the ILO DWCP.

In collaboration with the ILMJC team, the ET further suggested some adjustments to the updated Results Framework, agreed between ILO and DANEP in June 2021, in order to make it more realistic and coherent (see Appendix 7.9).

5.3 Project progress and Effectiveness

Key Evaluation Questions 2

- 2.1 How well has the project performed in terms of progress against defined targets and outcomes? Are there non-achieved outputs and unlikely achievable targets?
- 2.2. If planned outputs were adjusted or new ones have been included, why and how effective has the project been?
- 2.3 Are the contributions from the project timely, and do they add value to the beneficiaries and counterparts?
- 2.4 To what extent does the project contribute (or not) to the identified SDGs and related specific targets?
- 2.5 To what extent have the results of interventions been monitored and reported in terms of their contribution to specific SDGs and targets (explicitly or implicitly)?
- 2.6 Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- 2.7 Which positive or negative unintended results (if any) of the project have been identified or perceived?
- 2.8 Is there uncertainty with the social partners on the consequences of the transfer of Labour Market functions to the Ministry of Economic Development and Trade?
- 2.9 Have women and men benefited equally from the project activities? To which extent is the project able to demonstrate specific targeting of excluded or vulnerable groups?
- 2.10 Which are the main lessons learned and good practices identified under each of the three project outcomes?
- 2.11 What has been the impact of COVID-19 on project implementation and if/and how well has the project adapted to the crisis?

Summary of findings

The ILO, through this ILMJC project (and other recent ILO interventions 2015-2018) contributed to Outcome 1: Labour market governance is improved through the strengthening of employment services and other labour market institutions and Local Employment Partnerships, LEPS. The progress under this key Outcome is good and on track, but the State Employment Service systems are complex. A reform plan for a completely new SES service model (more client focused) has been under development for several month and was finally approved on 28 Oct 2021³⁷. The ILMJC's contributions towards the more imprecise Outcome 2 on Skills development for new labour market entrants (largely focussing on Entrepreneurship development and Youth) are less evident. The overall progress is good, but the outcome area has been negatively affected by COVID 19.

The ILMJC similarly contributed to Outcome 3 on Tripartite social dialogue and collective bargaining, but there are delays in implementation and limited achievement of outputs. As indicated in section 2.1.3, this is a politically difficult area with limited political will for TPD, and with a non-operational NTSEC since 2018. It is noted that the NTSEC secretariat remains quite weak due to its limited technical capacity (shortage of staff as well as vast legal and technical subjects to cover, in order to serve the council) , and last and not least insufficient financing³⁸. The NTSEC and the national TPD are intended

³⁷ As informed by the ILMC, November 2021

³⁸ Interview w NTSEC Sept. 2021, Functional needs assessment of NTSEC by ILMJC, 2019

to resume late 2021 with a new president of the council and a new head of secretariat, appointed by the President of Ukraine³⁹.

The ET notes that the ILMJC project has successfully supported several processes related to framework conditions for social dialogue and labour market governance (Draft of a Green paper on Modernisation of Social Dialogue⁴⁰, draft law " On Collective Agreements, On Collective Labour Disputes, Employment promotion law, commenting and proposing changes to a wide range of draft acts – see Appendix 7.6). The ILMJC project further provided capacity building and TA to the NTSEC secretariat as well as the National Service on Mediation and Conciliation (NSMC) throughout the project period. The overall effects of the interventions related to overall Tripartite Social Dialogue have been limited, due to a most uncondusive environment and lack of political commitment.

The negative impacts of COVID-19 on the ILMJC project have been substantial delays in direct TA and training interventions requiring physical presence, but the project and the ILO have done well in aiming to mitigating these. In much of 2020 and part of 2021, the majority of public institutions and social partners remained physically closed, with decision makers and staff working on distance. This has affected all three Outcomes, but in particular LEPs under Outcome 1, SIYB training under Outcome 2, and TA and advice to social partners by Danish social partners under Outcome 3. The ILO (including the ILO Training Centre in Turin) and the ILMJC as well as the Danish partners have been quick to convert TA to virtual mode, as well as converting all SIYB materials and training to digital format, including provision of an on-line hub for teaching and learning materials. The ILMJC has further provided relevant and appreciated support to ILO constituents, including an ILO Guide on safe return to work, and a COVID impact enterprise assessment by FEU.

5.3.1 Achievement of outcomes and targets⁴¹

The MTE has aimed to systematically track the reported achievements against targets and indicators at output level. The inconsistencies found between the annual ILO reports (DCPR), the ILMJC's M&E system and activity tracking, however, made it difficult for the ET to assess the validity of achievement of outputs and hence general progress. The M&E system and reporting has been assessed during the MTE, and a number of suggested improvements made to the M&E Matrix used by the ILMJC (see section 5.2.1).

To the extent possible the ET has verified the reported achievements system against the assessment of progress by social partners, collaboration partners, and ILO project team in Kyiv.

Overall, the project partly contributed to the overall objective (at meta-level), with the three main outcomes feeding into this:

1. **An improved labour market governance through strengthening of employment services and other labour market institutions** has advanced with key elements implemented (Labour Inspection Legislation and LMIS in place), Labour Market and Employment Strategy adopted in 2019, and the new Labour Act, including provisions on Labour Inspection, approved by the Parliament on 29 September 2020. A comprehensive reform plan for SES has been prepared (in fact restructuring and re-focussing the service completely), social dialogue capacity has improved, and social partners have been noted to feed into and participate more actively in policy dialogue and engage in working groups. Social partners are not yet fully engaging in the national tripartite dialogue, however. The NTSEC has resumed its functions in October 2021,

³⁹ The ILMJC informs that NTSEC has resumed, following this MTE

⁴⁰ Green Paper on "Modernization of social dialogue in Ukraine to meet contemporary socio-economic policy challenges" (incl 3 possible scenarios), developed in 2019 and presented at a High-level public discussion, organised in cooperation with Parliamentary committee on social policy and veterans' rights protection https://www.ilo.org/budapest/what-we-do/publications/WCMS_747455/lang--en/index.htm

⁴¹ The project document (Development Engagement Document, DANEP format) defines Objectives as Outcomes. This is also applied by the ILO in reporting. In its assessment, the ET has used the 2018 version of the project's Results Framework, as this has been the valid reference document in the period under evaluation (2018-2021)

but its performance and capacity leave much room for improvement, despite the solid TA provided by ILMJC.

2. **Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector** shows good progress and is likely to be achieved by end of 2024. The project has been quite proactive in rolling out SIYB training to 50% of the targeted trainees and making a cohort of 72 trainers available. The number of businesses (SMEs) supported is still very limited. The quality of three selected TVET schools has been substantially improved, professionalising and upgrading the schools by curricula development, direct involvement of employers and solid investments by the ILMJC in school equipment (with 30% co-financing by local authorities). The TVET upgrading is closely linked to LEPs under output 1.2 with potentially positive upward linkages to the TVET system, but further roll-out to other schools and wider application will depend on the engagement as well as financing by the MoE and the Ministry of Education. Outcome 2 has been set back substantially by the COVID-19 lockdown, as it has been impossible to conduct SIYB training physically during most of 2020 and parts of 2021. The ILO has been fast in converting SIYB to on-line mode and rolling this out.
3. **Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced** is overall behind target. This is a politically and socially difficult area and is overall behind target. The ET considers it unrealistic to achieve this outcome. There have been delays in implementation, due limited engagement by social partners and political will to engage in social dialogue, factors beyond the control of the ILMJC and the ILO. Solid and relevant capacity building of social partners has taken place, focussed member driven services. It has been intended to involve Danish social partners directly in this support, but this has only taken off in the fourth quarter of 2021. Collective bargaining in pilot sectors and labour dispute resolution has also progressed reasonably well but have been affected by COVID 19 lockdowns. Much still needs to be done in rolling out services with support from Danish partners, and further support to capacity building of social partners.

Outcome 1: Labour market governance is improved through the strengthening of employment services and other labour market institutions

Output 1.1: A range of modernized services and delivery models are offered at SES offices in order to better serve the needs of their clients

This output and its 4 indicators (related to training of SES staff, improved integrated client-oriented services, Key Performance Indicators (KPIs) and labour market studies) is on track, with substantial technical assistance from ILO experts and the project having gone into advising, training and upgrading SES services. A new Labour Market Information System has been prepared, to the extent that in fact a comprehensive modernisation of the SES is at an advanced stage of achievement. COVID-19 has negatively impacted the roll-out of direct TA to SES counsellors, which is now slated for later in 2021, and all TA and training has during the pandemic been converted to on-line format. This has slowed down progress and limited update of learning and application in the complex and large SES. The MTE further notes that solid technical assistance, recommendations and comments have been provided to a range of draft laws related to employment, social protection and labour market governance, as in aligning the labour and employment related legislation with the international labour standards.

An interesting development under the output is an evaluation by SES in Obukhiv city, close to Kyiv, of improving its service delivery, specifically the on-the-job technical support by counsellors to the unemployed. This evaluation is supported by the ILMJC and intended to be a test case for further roll out of client-focused services in other oblasts.

The SES itself and the MoE are overall very satisfied with the TA and support, while they also recognise that, currently, SES services are far from satisfactory (a 30% delivery rate against KPIs). It is noted that

COVID-19 has slowed down implementation considerably. “We lost one year to COVID”, one senior official pointed out.

The counterpart government authorities point out that the on-line SES services have high priority, and that this process needs to be restarted with support from ILMJC. Similarly, the LMIS system and its software are a high priority, as is the preparation of legislation for ratification of ILO convention 181 on Private Employment Agencies.

Output 1.2: Local employment partnerships (LEPs) are signed and implemented

Overall, this output and its two indicators (1) At least 3 LEPs facilitated by the SES offices or other LEP stakeholders; (2) At least 500 beneficiaries reached by SES through LEPs (at least 50% women, at least 40% youth) are on track⁴². Three LEPs in Kherson and Rivne were supported in 2020-21, and two more in Zaporizhia and Sumy oblast have been signed and started up from October, 2021.

COVID 19 has also negatively impacted the roll out of support to the three LEPs under implementation.

Based on the evidence and observation of the LEP in Kherson, it can be concluded that LEPs supported under the ILMJC have demonstrated their ability and success to deliver: i) combined, mutually-reinforcing, improved, and client-oriented SES services; ii) more active and better motivated job seekers; iii) in fact, job creation for unemployed and inactive persons; iv) improved buy-in from local employers to use SES services; v) better and more motivated TVET students and graduates, with an improved curriculum and relevant, updated technical skills; vi) a group of local master trainers applying the newly developed occupational standard for chefs vii) create an updated, modern facility at the local TVET school for chef students; viii) effective involvement of employers and local businesses in the tourism sector in upgrading and improving the chef’s professional course at the local TVET school (the national association of chefs was directly involved in training TVET students); ix) direct employment opportunities for students from the chef’s course in local businesses; x) rolling out a SIYB programme with a relatively high number of start-ups, by using small grants provided through the ILMJC and by linking the SIYB graduates directly to the state 5-7-9 SME loan programme (albeit only few of these would be eligible for loans).

As an interesting non-intended positive result, it is noted that the occupational standard for cooks developed has been swiftly approved by the MoE. This has further led to drafting of a national educational standard, based on this occupational standard, by the Ministry of Education.

It is also noted that in the LEP in Mlyniv, the local TVET school failed to create a centre for milk processing and dairy production. This required additional support and resources from the ILMJC. Currently, a local investor intends to invest in facilities to support the creation of a milk processing facility. Without this, the investment in this local value chain would presumably be lost or put on hold.

In short, LEPs have been overall successfully rolled out in three locations in Ukraine and are assessed to be an emerging good practice supported by the ILMJC, based on the understanding and acceptance by the local partners that job creation requires locally based and adapted accompanying measures, rather than centrally developed policies. There are limitations and concerns around LEPs’ scalability and resource demands (solid technical support and facilitation) (*please refer to Appendix 7.2*).

A wide array of concept notes, briefs, presentations, and model descriptions (including some very relevant and clear descriptions in Ukrainian) as well as reports and studies from the LEPs are available. Since there is a need to unify and clearly describe the approach and modality of LEPs, the ILMJC needs to develop an easily understandable overall concept note that can be adapted to the local context as necessary.

⁴² The ET notes that the indicator target of 500 beneficiaries is very modest, and that the three existing LEPs have already more than achieved this. The indicator should be adjusted.

The ET notes that the SES and MoE are not entirely clear about the concept and modality of LEPs, and that the local implementation and roll out of LEPs are difficult to follow by the central authorities. As one senior official phrased it: “If each LEP is unique, the SES would have to implement 25 different versions, one for each oblast. This is simply impossible”.

The MTE also notes a need to involve the national authorities more closely in monitoring and following the roll-out of LEPs, to ensure ownership and a common understanding of purpose, requirements and implementation. The ILMJC is thus encouraged to ensure direct support to this.

Outcome 2: Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector

Output 2.1: Entrepreneurship training as a complementary offer of TVET and SES is introduced

This output and its three indicators show good progress (1) At least 7 SIYB master trainers/teachers and local trainers/teachers trained in using ILO’s entrepreneurship development packages SIYB (2) At least 4,500 TVET graduates and SES clients that have taken an entrepreneurship development course (3) 100 new business supported. It is noted however, that SIYB master trainers have not yet been trained (which is planned for 2022). All SIYB trainers in Ukraine have been trained by existing ILO Master trainers offline.

Further, all physical SIYB training has been suspended partially in 2020 (re-started from July – October 2020) and part of 2021. This has slowed down implementation considerably.

All SIYB training of entrepreneurs has been converted by the ILO to e-learning, including a hub for Learning Management Systems. The ILO (ILO training centre in Turin) has been fast in providing SIYB as e-learning and on-line modules. This is very well appreciated by the national trainers and the implementing CSOs and authorities that have rolled out SIYB training. A total of 72 SIYB trainers are now available.

The ILMJC project successfully cooperated with the State Programme ‘Affordable loan 5-7-9’ during SIYB training, where possibilities of access to the credit resources were presented. It is noted that start-ups are not eligible for the 5-7-9 credit programme⁴³ as they have to have certain size and turnover. This opportunity is thus mainly suitable for SMEs with a growth potential.

The ET notes that the responsibility for further onward training of entrepreneurs by the promising cohort of SIYB trainers rests with the implementing partners, and that there is not an overall roll-out plan for SIYB training by the two organisations:

SIYB Trainers’ and Master Trainer’s perspective

According to a group of SIYB trainers in Kherson, SIYB is the most effective entrepreneurship development programme they have worked with.

It is very important to attract business mentors as a follow up to SIYB training since the SMEs need mentors for their future success and survival.

Successful SIYB courses highly depend on careful selection of and further support to trainees (motivation, supporting in start-up process, technical support in use of equipment etc)– the quality of business plans is generally quite poor

The future success of SIYB is linked to close involvement of local authorities, as well as to access to grants or the 5-7-9 state loan programme.

The quality between on-line and off-line training is clear. On-line simply doesn’t provide the necessary quality, including business plan development, quality of presentations, pitching etc.

According to the ILO Master trainer conducting ToT in SIYB (off-line) in Sept. 2021, rigorous selecting and vetting of candidates are absolutely key to future success in rolling out SIYB. Trainers must belong to organisations (Trade unions, private organisations, NGOs, government) to be able to deliver future training.

⁴³ Several possible lending rates will apply – 3%, 5%, 7% or 9% - which will depend on the size of the business (up to UAH 25 million in annual revenue or from UAH 25 to 50 million) and its duration (up to 12 months, more than 12 months).

- SES has embedded SIYB in its training schemes for unemployed and job seekers (SES clients) who want to start their own business⁴⁴.
- The ILMJC has a specific implementation agreement with the NGO GURT for 2021-2022 that specifies targets for a number of SIYB training courses for entrepreneurs (covering several ILO projects), as well as quality control, reporting, and visibility as part of the contract.
- The SIYB trainers also form part of an overall ILO supported SIYB network (even those who are not yet certified), in which exchange of learning events and a community of practices.

GURT has an obligation to report to the ILMJC on its performance and evaluation of SIYB training. The SES operates its SIYB programme without financial support from the project.

In order to maintain the available group of trainers and benefit from the investment made in SIYB trainers, an overall roll-out plan for SIYB training this should be prioritised by the ILMJC in cooperation with the SES and GURT. This would further increase the potential number of SIYB courses, not least in the LEPs.

According to SIYB trainers and the ILMJC, Gender Equality is integrated in the SIYB materials, and attention is paid to selection of trainees (gender balance). This does not appear to go much beyond trainee selection; however, the SIYB trainers interviewed were aware of the conditions of female entrepreneurs and their needs. The ILMJC could do more in terms of ensuring that ILO's Gender Equality guidelines are better known and in fact being applied in rolling out SIYB.

In total, 2338 potential entrepreneurs have been trained so far. The overall target is 4,500, based on which it is reasonable to expect approx. 1,100-1,200 jobs to be created (25% of trainees in fact start Micro or Small Enterprises), according to ILMJC's impact surveys of SIYB and the MTE's 2020 survey of SIYB Trainees (*see section 5.3.2 below for a specific analysis of this survey*). This potential effect of SIYB is not integrated in the ILMJC's targets and indicators, and thus not reported on. The M&E system simply counts the number of trainees graduating. It would be important to ensure proper tracking of businesses created by SIYB participants, which the ILMJC is not doing at the moment. The ET considers this is a missed opportunity, not least in terms of promoting success stories and demonstrating impact.

Only 38 businesses have been supported so far; this is quite a low number and is linked directly to the LEPs. Thus, each of the three LEPs have supported very few SMEs in their locality. This has to do with the limited number of grants provided through the ILMJC through the LEPs, and the limited capacity of the LEP partners. It is reasonable to assume this figure is under-reported, and that in fact more SMEs have benefitted from SIYB and the 5-7-9 state loan facility, or from regional authorities providing support to SMEs.

Lastly, MTE notes that post-SIYB support to start-ups and SMEs (Business Support Services, mentorships, facilitating access to credit, and possibly equipment) does not form part of the project design. Some limited support has been provided by the ILMJC to the rather limited number of SMEs started (Grants, follow-up by SIYB trainers). Some support has also been provided through the LEPs and the local authorities, and by the trainers on their own initiative.

Output 2.2: Quality of TVET has been improved in three curricula selected based on local value chain assessments

This outputs and its two indicators are found to be overperforming, thus more than on track (1) Three curricula modernized in consultation with relevant public authorities and social partners, (2) Teachers trained (70 % of teachers in schools that administer these curricula in target regions are reached).

The output is closely linked to output 1.2 LEPs. The MTE notes that direct and intensive support has been provided to three 3 TVET centres in Kherson, Mlyniv and Sarny (updated, relevant curricula in

⁴⁴ MoE Decree no 17, dated 11 March 2020

three professions (cooks, animal product processing and mechanics/auto electricians), as well as provision of professional equipment and teacher training for administering the curricula. Professionalisation and upgrading of the TVET centres has raised the professional standards considerably, while this has also been relatively costly. Based on analysis of local value chains, equipment for laboratories, milk processing, professional cooking equipment has been directly sourced and procured and paid by the ILMJC, with a 30% in kind contribution from local authorities and TVET schools. Such facilities are obviously not cheap and would have been beyond the capacity of the local authorities. The MTE notes a high satisfaction rate by Kherson TVET centre as well as by the one in Sarny.

The question remains whether providing such equipment and upgrading TVET centres is a task for the ILO, but it is recognised that in this context and through the LEPs, solid uptake by TVET centres and direct involvement of employers have been achieved.

Outcome 3: Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced.

This outcome is a politically and socially difficult area and is overall behind target. There have been delays in implementation, due limited engagement and the contextual and political challenges around Tripartite Social Dialogue, factors beyond the control of the ILMJC and the ILO. The MTE does not consider this outcome to be fully on track as reported by the ILMJC in its 2020 annual report.

While a number of policies have been initiated by the social partners, these are either still pending approval or are being disputed. These include, but are not limited to:

- Development by the ILMJC (with the social partners) of a Green Paper in 2019, incl. recommendations on “Modernisation of social dialogue in Ukraine to meet contemporary socio-economic policy challenges”
- Draft Law on mandatory state social insurance for unemployed – this is being challenged by trade unions
- Employment draft law - also in process
- Draft labour law in process since 2019, but has still not been approved by parliament (and being contested by social partners)

Substantial technical assistance and legal support have been provided by the ILMJC to the legislative processes, the NTSEC secretariat and the social partners under this outcome, which in the view of the MTE remains behind target. This has to do with the limited achievements of output 3.1, partly 3.2, and the project design. Further, the ET notes and agrees to the proposed complete redesign of these two outputs in the 2021 revised Results Framework⁴⁵.)

The initial assumption and risk related to this outcome have proven not to hold true or could not be mitigated⁴⁶.

Output 3.1: National Tripartite Social and Economic Council (NTSEC) as well as six regional councils (RTSEC) have formulated evidence-based recommendations/opinions for inclusive labour markets policies, including on wages and un/under-declared work.

While the output indicators (Training of NTSEC and RTSEC staff and experts, ILO recommendations taken on board by policy makers; and monitoring system for NTSEC established) have been delivered on by the ILMJC and ILO in Ukraine, the overarching challenge remains the poor Tripartite Social

⁴⁵ 3rd amendment to the agreement between the Danish Ministry of Foreign affairs and the ILO, signed June 2021, Annex A

⁴⁶ From ILO-DANEP Development Engagement Document, 2017: **Assumption:** Policy makers support labour market development efforts with clear orientation towards higher effectiveness based on results measurement, inclusion, and social dialogue. **Risk:** A weak local representation of employers’ and workers’ organizations undermines the effective private sector and social partners’ involvement in implementation and tripartite national ownership over the project.

Dialogue since 2018 due to the non-operational NTSEC. The NTSEC and its secretariat have limited capacities to follow up on implementation of the NTSEC's recommendations and to effectively communicate its work to the wider public⁴⁷. With the new President of the council and head of secretariat appointed, NTSEC is expected to resume work now.

The ET analysed the challenges on Social Dialogue in section 2.1.3 above. The strong views and disagreements of social partners on both content and consultations around the draft labour, employment, and social protection laws make the climate surrounding TPD quite tense. Senior government representatives obviously have different views, including the valid point that a number of these laws are in fact initiated by parliament, not by the government, and that social partners have been consulted.

The MTE notes that a comprehensive functional needs assessment was undertaken by the ILMJC of the NTSEC in 2019, including comprehensive recommendations on its functionalities, consultations by social partners, work optimisation, and further capacity building. The ILMJC has undertaken a number of further TA and legal assessments supporting NTSEC and developed an overall action plan for the structure. However, one of the conclusions in the needs assessment was that a considerable part of the Secretariat's functions (60%) is not secured by adequate financing, only the staff and operational costs of the secretariat; in other words, it did not have an operational budget. To the knowledge of the ET, this situation has not yet been addressed by allocating sufficient resources from the state budget.

Technical assistance has been provided by ILMJC to NTSEC and the RTSEC staff since 2020, but much has been delayed due to the impasse around the NTSEC as well as COVID 19. An action plan for improving efficiency of the TPD in 2019 has also been developed and adopted.

The government's view is that now the NTSEC president and secretariat have been appointed, the council is expected to resume its work as normal, and that social partners also want to see the secretariat playing a more active role.

The MTE notes that substantial TA from ILMJC has been provided on national inclusive labour market policies (on TPD, social partners, social employment benefit fund, wages and income policies, gender gap analysis).

Importantly, the ILMJC has provided a wide range of technical comments and suggestions to a number of draft regulations and acts in process, to ensure their alignment with International Labour Standards (see Appendix 7.6). This includes, importantly, a Green Paper in 2019, incl. recommendations on "Modernisation of social dialogue in Ukraine to meet contemporary socio-economic policy challenges"⁴⁸ which includes 3 possible scenarios. This has been widely consulted with social partners and the Parliamentary committee on social policy and veterans' rights protection.

Despite this, as has been pointed out repeatedly by social partners during this MTE, their perspective is that the political will for conducting tripartite social dialogue in Ukraine remains quite limited. It is further noted that there are substantial differences between the positions of Employers' and Workers' organisations in this matter.

In conclusion, the contextual and political challenges around Tripartite Social Dialogue make it unrealistic that this output will contribute to the Outcome area. It is therefore wise to modify the output to be more in line with what the ILMJC can deliver on.

Output 3.2: Collective bargaining processes in pilot sectors have been initiated or revived including amicable settlement of collective labour disputes

⁴⁷ In 2018, FEU suspended its membership of NTSEC which has consequently not met for the last two years, due to disagreement on the principle of rotational presidency. This has also negatively impacted national tripartite social dialogue

⁴⁸ https://www.ilo.org/budapest/what-we-do/publications/WCMS_747455/lang--en/index.htm

This output and its indicators (Number of stakeholders trained on CBA and labour dispute resolution; 50% of ILO recommendations on CB and settling of collective labour disputes taken on board by policy makers) have been delivered on by the ILMJC and can be said to be overall on track. The challenge is that CBA processes and labour disputes are outside the influence of the ILO. The output has therefore been modified in June 2021, to be more in line with what the ILMJC can deliver on.

The ILMJC has trained social partner representatives from 5 pilot sectors (maritime transport; agriculture; services; construction and metallurgy) on effective skills for collective bargaining, as well as organising webinars on Collective bargaining and Labour disputes for government, employers and trade unions. In addition, the ILMJC prepared and presented a comparative study of Collective Bargaining in Germany and Ukraine⁴⁹.

Direct CBA support thus shows some progress, but not many CBAs have been signed.

The two trade union partners and FEU have received support from Danish partners (needs assessments, some training, and on-going direct TA) in this area as well, which has been well appreciated by them. It is noted that several planned CBA training events have been delayed, and that a much-expected study visit to Denmark by social partners could not yet be organised.

Both 3F and DI have specific Implementation agreements with the ILO on needs assessment and capacity building of FEU and the sector and central trade unions (including technical visits to Denmark). In the view of the Danish partners, these specific technical inputs are too narrowly defined, since both 3F and DI have a broader organisational and contextual approach to building up capacities of sister organisations. The MTE notes that it has been rather difficult to start implementation of these capacity building inputs on both sides. COVID restrictions have not made this easier.

On-line CBA training for 67 officials from constituents within maritime transport; agriculture; services; construction and metallurgy sectors was held by the ILMJC jointly with ILO ITC in 2021.

And not least long expected direct support and training for union negotiators in CBA by Danish partner 3F in the maritime and metallurgy sectors is to be organised in Oct-Nov 2021. As one trade union official pointed out: “We are very much looking forward to seeing some real Danish technical experience being provided here in Ukraine”. On-line is fine, but meeting colleagues and discussing directly is what works, according to this official.

Substantial and very well appreciated training and technical assistance has also been provided by the ILMJC to National Service for Mediation and Conciliation (NSMC), including capacitation of 21 NSMC mediators, certification of 12 NSMC officials after participating in an Online Certification Course on Conciliation/Mediation of Labour Disputes, organised in cooperation with the ILO ITC in Turin. The mediation and arbitration system for collective disputes is thus well established at NSMC, but local labour disputes are quite frequent, and the service has limited resources.

Output 3.3: Demand-driven services for members of employers’ and workers’ organizations are introduced.

The output is delayed due to COVID-19, but demonstrates some interesting achievements, partly unplanned. The services planned for roll-out by the Ukrainian social partners for a large part depend on direct support and TA from Danish partners, based on the 2020 Organisational Needs Assessments of FEU, KVPU and FPU by their Danish sister organisations.

It can overall be concluded that despite the delays in providing direct support to service development by Danish partners due to COVID, much has already been done by the ILMJC in terms of introducing new member services to KVPU and FPU in 2019-2020 (Legal aid, Youth development, Effective communication, and Leadership management). The two unions have been supported by the ILMJC

⁴⁹ This study includes recommendations to improve collective bargaining in Ukraine, including a list of labour market and economic indicators to be used in collective negotiations at the sectoral level. These have been used by the MoE and social partners in drafting the law “On Collective Agreements”(information from ILMJC November 2021).

through a series of ToTs⁵⁰ intended to improve services to their member unions. Both KVPU and FPU confirm this has been valuable and is now applied by their members.

FEU has also received substantial support from DI, while plans for new strategy, design of new membership structure, board training, design of tools and policy products for evidence-based advocacy, development and promotion of new services in FEU have been delayed but is now under development. DI has also advised and encouraged FEU to use the ILMJC supported Customer Relations Management (CRM) system, not least in conducting member surveys, Business Confidence Index and other types of research. According to DI, FEU is in 2021 a much stronger organisation with more diversified services. FEU is overall very satisfied with the assistance and support from DI.

In 2019, ILMJC with technical assistance from ILC Turin supported FEU in training and installation of a CRM system, based on ILO TC open source software. FEU confirms this has been a very useful implement which is being used for reaching out to and informing members, not least during COVID 19.

The ILO has also provided training to trade union members on ILS and their monitoring and supervision. What has not been rolled out is an assessment of the number of users of services by the Ukrainian organisations. This is a notoriously difficult area and has been planned for follow up by Danish social partners, KVPU and FPU in 2021 and beyond.

In response to the COVID pandemic, ILO has provided a number of relevant and appreciated support to ILO constituents, including:

- Assessment of the needs of enterprises under COVID-19 crisis by FEU
- ILO Guide on Safe return to work: Guide for employers on COVID-19 prevention (translation and dissemination)
- A six-step COVID-19 business continuity plan for SMEs to support these during the COVID-19 crisis. The tool is widely used by the Federation of Employers of Ukraine
- Business Confidence Index by FEU with ILO and DI support

5.3.2 SIYB survey findings

The Evaluation Team conducting the Mid Term Evaluation of ILO's Inclusive Labour Market Project (ILM) found it useful to conduct an online survey in order assess the relevance, quality and impact of the SIYB and GYB training by external providers under the ILMJC project. A full version of the survey findings is presented in Appendix 7.7

Out of a total possible number of 490 persons having participated in SIYB and GYB in 2020, 120 respondents completed the survey on-line (using MS Forms). The survey targeted 490 trainees in Rivne and Kherson oblasts. With 120 respondents (24% response rate) the survey is well beyond the 95% confidence level, thus sufficiently statistically representative to provide a clear indication of the effects on the SIYB trainees. The survey has been designed in consultation with and rolled out with assistance from the ILMJC project team in order to reach the SIYB trainees. The survey was completed by 37 respondents that received GYB training, 33 respondents that received SIYB training, 34 respondents that received both types and 16 respondents that that did not indicate what type of training they received.

All respondents confirmed relevance of the training. 78% of respondents, that had attended similar trainings, found the training strongly or partly relevant and valuable (40 respondents had attended

⁵⁰ "Legal protection and assistance, "Effective Communication for Impact" based on the ILO ACTRAV methodology and "Introducing Youth to Trade Unions" – ITUC methodology.

similar trainings). The quality of the training was further substantiated by respondents as 86% found the training well balanced in terms of theory and practical cases and that 85% found the trainers highly professional.

In regard to how many actually utilise the knowledge they have gained through the training the responses are also positive. 86 % of respondents that started a business use a major part or some of the knowledge gained during training. 76% of respondents that have not registered a business but are planning to do so, indicate that they use the knowledge acquired. The lower number in this group could be related to some of the respondents not having the possibility to apply such knowledge.

30 trainees (or 26,5% of respondents) started and registered a business after SIYB training, and 7 (6%) registered and have intentions of starting one. The ET finds this quite a positive result, taking into consideration the composition of the respondents and the barriers to establishing and operating a small or micro business in Ukraine. While it is not possible to establish a direct causality between starting a business and participating in SIYB or GYB, there are some indications that this may be the case when looking at the responses and a stratification between the types of training.

43 % of respondents that started a business answer that they would not be able to start one without the training they received, indicating that the training had a positive impact on a large part of the trainees. In addition, respondents that received SIYB training or both sets of training are much more likely to start a business. It is the understanding of the ET that the curriculum in the “start your business” training is more explicitly targeted on starting a business as compared to the GYB training. As such, survey gives quite a strong indication of SIYB training having the desired effect. The exact selection process behind the trainees participating in the two types of training is at the moment unknown to the ET. The selection process of trainees needs to be considered further, as this could have an effect on the analysis.

The main reason for not starting a business among respondents is that they do not have access to starting capital and that the business environment is unfriendly. This part of the survey is based on a very limited number of respondents. However, it is worth noting that even though the majority of the respondents give lack of access to capital as the reason for not starting a business, it is only a very small proportion of respondents that request easier access to capital. The ET explored this during field work and found that the SMEs had different reasons and needs (Examples given were: Had available collateral, was able to obtain credit; decided not to incur debts but rely on ILMJC grant; was not eligible for credit but received ILMJC grant).

5.3.3 Unintended positive and negative effects

Unintended positive results

- Occupational standards for cooks developed (Kherson) – approved by MoE. National educational standard to be drafted based on the occupational standard by Min. of Education
- The association of chefs involved directly in training TVET students
- Developing new services in SES led to an institutional relaunch of SES, including new positions (employers’ counselors e.g.) reprofiling, reaching out to inactive people (who were not on the radar of SES previously)
- 2 new services for social partners members = > development of ToTs enabling Trade Unions to reach more members (providing legal, information and youth services)
- 6 regional RTSECs and national NTSEC to be supported; This led to the “green paper” involving large number of stakeholders and further development of a “White paper” (basis for law on TPD)
- Digitalisation of SIYB training materials – e-learning platform and digital training and follow up
- Fast development of relevant COVID19 response package to businesses and social partners

Unintended negative results

- A more active involvement of Danish partners was expected, while there are differences in support to trade unions and employers' organisations. This has led to frustrations amongst social partners, but also in ILMJC
- Danish partners 3F and DI are also not satisfied with ILO's capacity building approach. The Danish partners wanted a much wider cooperation, more contextualised, with direct peer-to-peer cooperation. The current implementation agreements are considered too limited in scope.
- COVID19 has slowed down implementation, in particular rolling out physical activities, training (SIYB; but also other ToT and on-wards training of social partners) and direct TA
- SES had expected a complete upgrade of its IT system, but it has been very difficult to find right ILO experts, and the project funds are insufficient for full investment. Support by ILMJC was planned in assisting SES to design an IT system but neither hardware nor software purchase foreseen. Provided the ILMJC can provide expert, she/he should spend considerable time assessing systems and requirements. The on-going evaluation by SES in Obhukiv may partly be a solution.
- Low number of SMEs/Start ups supported in LEPs (behind target)

5.3.4 Assessment of International Labour Standards

The ILMJC project is found to substantially contribute to alignment with International Labour Standards, as the project has advised and provided TA on several recent ILO conventions: 183, 88, 168, 181 for example. The project assists constituents in alignment of practice and regulations with ILS, including the substantial TA and advice provided in developing on draft labour employment and legislation, notably development of Green Paper in 2020 with the core constituents, incl. recommendations on "Modernisation of social dialogue in Ukraine", which was also debated in the Verkhovna Rada (Parliament of Ukraine).

Appendix 7.6 contains a comprehensive list of Legislative support (TA and legal assessment), provided by the ILO, including the ILMJC, to the Parliament or draft law initiators. This list contains 15 draft laws and regulations on Social Dialogue, Collective labour disputes, CBAs, non-standard forms of employment, social benefits and protection etc.

Under Outcome 1, the ILMJC has worked to strengthen the capacity and reform plan of the SES, in line with ILO's Employment Service Convention 88 and the Employment Promotion and Protection against Unemployment Convention, 168. Under Outcome 3, drafting the National action plan on combating undeclared work, and provided TA as well as Gap Analysis on ILO Convention 183 on Maternity Protection, as well as several draft regulations on collective bargaining and labour disputes and conciliation.

Lastly, ILO and ILMJC have provided legal gap analyses in relation to a number of ILO Conventions, none of which have yet been ratified by Ukraine⁵¹.

5.4 Gender equality

EQ 2.9: Have women and men benefited equally from the project activities? To which extent is the project able to demonstrate specific targeting of excluded or vulnerable groups?

⁵¹ Employment Service Convention, 1948 (No. 88); Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168); Private Employment Agencies Convention, 1997 (No. 181); Maternity Protection Convention, 2000 (No. 183); Seafarers' Identity Documents Convention (Revised), 2003, as amended (No. 185); Maritime Labour Convention, 2006, as amended; Violence and Harassment Convention, 2019 (No. 190)

To the extent possible, the ET has assessed gender equality and non-discrimination in line with the ILO Guidance Note 3.1: Integrating gender equality in monitoring and evaluation (2020), as well as DANEP's HRBA and Gender Screening tool (2019).

It has to be recognised that the context in the country is difficult, to say the least. Regardless of official rhetoric in strategic and legislative documents, some partners and constituents understand gender equality simply in terms of gender balance (e.g. in employment, during training). Gender equality in Ukraine is far from being a reality, and gender based violence is widespread.⁵² Domestic violence has increased during COVID 19, and many women have lost their employment. Women face serious barriers in seeking employment or becoming self-employed due to traditional gender roles and domestic obligations (childcare, elderly care, housekeeping etc.).

The ILMJC project has done much to address gender in its interventions, particularly related to formal training and SIYB, and is found to be gender neutral, in some areas responsive, but not transformative. Due to the project design, including the Results Framework, the approach to gender equality and inclusion is found to be more formal than substantive. While some project activities (as relevant) do target men and women, youth, this rarely goes beyond ensuring gender balance. The project results framework does include gender disaggregated data, but mainly in quantitative terms⁵³. Some qualitative elements are also included, but all targets and measures are quantitative.

The ILMJC's project design does include relevant indicators and targets aimed at inclusion of vulnerable groups, such as reduction of NEET youth by 10% in 2024 (impact level), or in Outcome 2, Reduced skills mismatch (share of young people with higher or lower education level than required in their jobs). The targets and indicators are not well reported on by the project, however, because they are not systematically tracked in ILO's annual reporting format⁵⁴. This makes it difficult in terms of reporting meaningfully on progress. The reporting also does not explain how these interventions have led to benefits for men, youth or vulnerable groups.

As pointed out in section 5.3.3, the ILMJC has done substantial work on draft legislation and on core ILO conventions that touch on inclusion or protection of vulnerable groups or on gender equality. The project has even conducted a Gender Gap Analysis on ILO convention 183.

It must be recognised that the constituents (trade unions and government, less so employers) do have Gender Equality policies and principles, and that they certainly are aware of the need for gender balance and inclusion of vulnerable groups. Some of the constituents (SES) actively promote GE and targets women in job placement, unemployment and job search services, as well as in SIYB. KVPU integrates gender violence at the workplace in Collective Bargaining Agreements, as well as in its training and education programmes for union activists of its members. FPU pays attention to youth involvement and gender parity in trade union governing bodies.

However, none of the above interventions by social partners are brought to the fore and used proactively by the ILMJC, not even in official reports. This is unfortunate.

It can be concluded that neither in the project design process, nor during implementation was a gender analysis conducted on how to adequately consider gender concerns throughout the planning and implementation, regardless of whether the project explicitly targets empowerment of women or gender equality. There is therefore no basis for analysing or measuring how specific interventions, for

⁵² 75 % of women in Ukraine report to have experienced some form of violence since age 15, and one in three had experienced physical or sexual violence, see an OSCE study, 2019: https://eeca.unfpa.org/en/publications/well-being-and-safety-women?_ga=2.20754168.1942907551.1635351516-2029149393.1635351516

⁵³ Examples: under Output 2.1, 40 % women are the target for SIYB and Master trainers ; Output 1.2: 500 beneficiaries reached under LEPs (at least 50% women, 40% youth)

⁵⁴ Development Cooperation Progress Report, DCPR.

example in SIYB training or employment services, or Social Dialogue /Collective Bargaining affect men and women differently.

In fairness, as discussed with the ILMJC, the project does not have the necessary resources or technical know-how to conduct a thorough analysis or begin a mainstreaming process of the project⁵⁵. It has also not been helped by a proper project design in this respect.

Nevertheless, the MTE finds that ILO guidelines on Integrating Gender Equality in Monitoring and Evaluation could be more actively applied and used by ILMJC and its partners. The project has not provided guidance on use of these guidelines, according to constituents interviewed, but they are on the other hand very well aware of the need for addressing Gender Equality.

5.5 Efficiency and Management arrangements

Key Evaluation Questions 3

- 3.1 How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- 3.2 To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why yes and why not?
- 3.3 Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?
- 3.4 Assess how the management and governance arrangement of the project contributed to the project implementation
- 3.5 Assess the functions and effectiveness of the management of obligations, including its set-up as well as monitoring and progress reporting responsibilities and make recommendations for improvements.⁵⁶
- 3.6 Has the project created good relationship and cooperation with relevant national and local level government authorities and other relevant stakeholders, including the implementation partners, and particularly the Local Employment Partnerships (LEPs), to achieve the project results?
- 3.7 To which extent have the capacity assessments of FEU, KVPU and FEU by Danish social partners led to any enhanced capacity or performance? What specific results can be seen?⁵⁷
- 3.8 Has the project received adequate technical and administrative support from the ILO DWT/CO-Budapest, ILO HQ and partners?

Summary of findings

The ILMJC was granted a no-cost extension until June 2024 by DANEP and ILO. The project budget now has a reasonable distribution between the main outcomes and outputs, with a 20-25 % reduction of the budget allocation for the first and third outcome, and a 14% increase in the budget for the second outcome (which still have a very modest share of the total, though). The new ratio between administrative, support costs and project activities is not favourable at 46/54%, but this can mainly be attributed due to the no-cost extension. Expenditures are found to be in line with implementation plans, and the budget and financial management do not give reason for other concerns. ILO experts and external consultants are reasonably priced, while Danish experts are found relatively costly.

The ILMJC is assessed to be efficiently and well managed by a dedicated team of international experts and national officers and administrative staff, with one administrative officer on half-time posted in ILO Budapest. The ILMJC is adequately supported by a team of experts (employment, enterprise development, social dialogue, employers and trade union experts) from ILO Budapest, who according

⁵⁵ It is noted that the job descriptions of the national ILMJC officers include; Support the application of gender-transformative approaches throughout the implementation process. This has not been applied.

⁵⁶ Monitoring and reporting system was assessed in section 5.2.1 M&E and Reporting, p 22

⁵⁷ This EQ was addressed in section 5.3.1 under Outcome 3

to ILMJC as well as the experts themselves provide frequent ad-hoc and specific technical assistance, guidance and advice to the ILMJC. The ET notes that the services, technical assistance and advice of the ILMJC project experts, staff and external consultants and advisers are very well appreciated and generally found to be of good quality by stakeholders and constituents.

The ET considers that the constructive collaboration with national and local authorities, as well as social partners and other partners, is one of the contributing factors towards the ILMJC's being well underway to achieving its outputs and contributing to the higher outcome level – with the caveats and limitations elaborated in section 5.3.

5.5.1 Financial status and efficiency

The ILMJC has a budget of 54 million DKK, or approx. USD 8,725 million. In June 2021, DANEP and ILO agreed on a new revised budget for the ILMJC, extending the project at no costs until June 2024. The budget effects of the budget revision are shown in table 1 below.

The largest investments are for consultancy input (national and international), as well as service contracts and direct costs (seminars, equipment etc) under Outcome 1 Labour Market Governance (SES Output 1.1 and LEPs Output 1.2). LEPs require support and close management at all levels.

Outcome 2 Skills Development (SIYB/Youth Entrepreneurship) has used a number of international and national consultants, especially for SIYB master trainers as well as rolling this out by national trainers (Output 2.1). A national NGO (GURT) has been subcontracted to implement SIYB. Overall, it is noted that budget resources for Outcome 2 are quite modest (only 11%).

Outcome 3 (Tripartite Social Dialogue, Social partners) has seen few funds being spent on the NTSEC (as of yet), which could be explained by the non-functioning of NTSEC since 2019. Some of the TA to NTSEC may have been under Outcome 1, however. The bulk of consultancy input under this outcome is for capacity building of national social partners, as well as subcontracts for Danish social partners (most of which is committed, but not yet spent).

Mid Term Evaluation of Inclusive Labour Markets for Job Creation in Ukraine

Table	1	ILMJC	Budget	(June	2021)
ILMJC approved budget June 2021					
Item		Actual (June '21)	New July 21-->	% change	
Outcome 1					
Labour market governance is improved, through the strengthening of employment services and other labour market institutions		2.216.000	1.666.000	- 24,82	
1.1 Modernized services and delivery models are offered at SES offices		776.000	526.000	- 32	
1.2 Local employment partnerships for SES outreach realized		1.440.000	1.140.000	- 21	
Outcome 2					
Skills development systems are reinforced through better integration between education and labour market institutions and policies		1.100.000	1.255.000	14,09	
2.1 Entrepreneurship development in TVET and educational curricula		600.000	1.100.000	45	
2.2 Three TVET curricula and technical capacities improved		500.000	155.000	- 69	
Outcome 3					
Tripartite social dialogue and collective bargaining as means to achieve job rich economic growth and social progress are enhanced and extended		1.891.000	1.500.394	- 20,66	
3.1 Evidence-based policy recommendations prepared by NTSEC and 6 RTSEC		867.000	567.000	- 35	
3.2 Collective bargaining processes in pilot regions or sectors are initiated		324.000	324.000	-	
3.3 A set of demand-driven services for members of employers' and workers' organizations is introduced		700.000	609.394	- 13	
Project Management and Operational Costs		2.514.379	3.299.985	31,24	
Staff cost**		1.963.050	2.609.521	25	
Missions ILO staff (induction, planning)		47.000	62.510	25	
Office running costs***		124.000	182.500	32	
Equipment (IT, furniture, vehicle)		113.000	138.000	18	
Evaluation (including StWT survey)		146.829	146.829	-	
Security cost		45.500	55.625	18	
Visibility and communication		75.000	105.000	29	
Total Direct costs		7.721.379	7.721.379	-	
Program support costs (13%)		1.003.779	1.003.779	-	
TOTAL US Dollars (DANIDA contribution)		8.725.158	8.725.158	-	
In kind contribution by the GoU		90.000			
TOTAL BUDGET		8.815.158			

Source: 3rd amendment to the Agreement between ILO and DANEP, June 2021, annex B.. Note that the budget total is based on the original USD-DKK exchange rate in 2017 (6,18), corresponding to 54 million DKK

The ET notes that the budget lines for outcomes 1 and 3 have been reduced by 20-25%, while outcome 2 has increased by 14%. The extension until 2024 incurs 31% additional project management and operational costs of 786,000 USD, mainly for salaries and office rental. This is a substantial revision, transferring 9% from direct project implementation to project management and administration, necessitated by the extension of the ILMJC.

Most of the costs under each output are directly for technical assistance (external national and international experts, subcontracts for national NGOs, as well as the ILO Training Centre in Turin, and other related cost items under each activity (translation, seminars etc).

International and national external experts are quite reasonably priced – the average daily fee for international external experts being 400 USD, national experts 200 USD/day. Conversely, fees for consultants and experts sourced from Danish social partners are higher at 700-800 USD. While the

number of consultant days from Danish social partners until Sept. 2021 have not been many (due to COVID-19, a long mobilisation time and initial disagreements between these partners and the ILMJC), the cost difference is notable, being in the higher end of standard UN consultancy rates.⁵⁸

It is noted that fees for ILO experts (staff) used for SES, ILS, SIYB training, labour legislation etc. are not charged to the project budget but paid from the ILO programme support costs. According to an estimate by the ILMJC, the 8 ILO experts mobilised from Geneva and Budapest, Turin, together provide 5-7 workdays per month or 60-74 days per year (on average)⁵⁹. In relation to the four national and international advisers and experts on the ILMJC (delivering approx. 4 x 220 working days = 880 days), the ILO support corresponds to approx. 8 % additional technical input. Costs for travel and per diem only for these ILO experts are paid from the project budget.

Table 2 ILO budget status, based on funds received

ILMJC budget status end Sept 2021	in USD	in DKK
Funds received (5 instalments) by 27 Sept 2021	7.037.632	45.000.000
Actual expended by 27 Sept 2021	3.318.269	21.213.695
Actual Expended and Committed (27 Sep 2021)	4.743.581	30.325.712
Balance on 27 Sept 2021	2.294.051	14.665.869
Final installment expected in Q3 2022*	1.407.790	9.000.000
Final expected donor contribution in total	8.445.422	54.000.000
Fixed USD-DKK Exchange rate (sept 2021)	6,393	

Source: ILO Budapest, Sept 2021, and available expenditure reports by ILMJC Sept 2021

Notes: Exchange rate fluctuations have reduced the actual budget of the ILMJC with approx. 280,000 USD, or 3% of the budget total. DANEP informs that ILO has been allowed to retain accrued interest, instead of repaying at the end of the project).

* The expected last instalment is provisionally set at the expected exchange rate equivalent to 9 million DKK. The actual amount will depend on the UN rate of exchange at the time of receipt.

(ILO's budgeting principle is "cash in hand" – or funds available in the bank only. Future expected funds are not included).

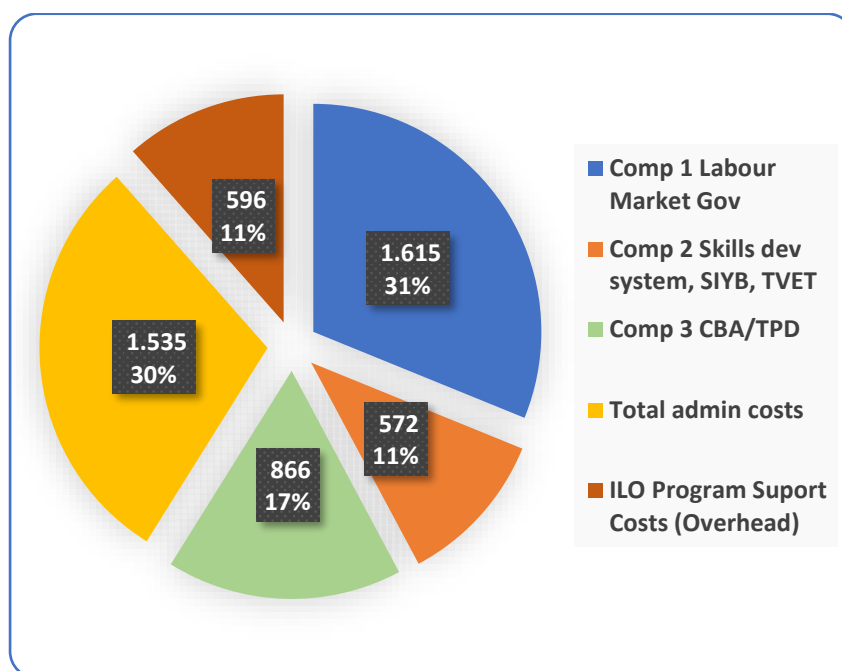
By September 2021, 57,5% of the total budget was spent or committed, with 42,5% remaining. With 48 of 80 months into the project implementation time, equivalent to 60%, the expenditure and commitments combined are thus on target.

It is noted that 1,425 million USD out of 7 million received are committed, not spent (20% of total). This is quite high, but has to do with the ILO budgeting system, as well as pending contracts for 2021 (LEP agreements in particular). This is not deemed to be critical provided the commitments are realised and funds used. This needs to be monitored closely to avoid accrual of unspent funds

⁵⁸ Salaries and social costs in Denmark are higher than the European average. The arrangements with 3F and DI are not as individual consultancies (as is normal UN practice); the implementation agreements (subcontracts) include a standard 13% administration fee. The ILMJC has not had a wide negotiation margin on these fees.

⁵⁹ Communication with ILMJC, October 2021. It is not possible to track the actual number of working days provided, however.

Diagram 1 Project expenditure per main cost categories (% and '000 USD)



Source: ILO expenditure reports for ILMJC, Sept 2021. Based on funds available (received), not total budget. It is noted that the balance for future years is included in the Total admin costs (660,000 USD). The rest is distributed per outcomes and outputs)

The MTE notes a balance (funds available) of 2,294 million USD at the end of September. This constitutes 32,5% of the total budget received. This balance is the main reason for the no-cost extension of the ILMJC. The MTE understands that these funds are programmed and will be spent by the ILMJC on the outcomes and outputs as per the approved revised budget (June 2021).

Based on the ILO actual expenditure report and available budget (Sept. 2021), the MTE notes that the ratio between outputs-outcome and administrative costs is 59/41 %. This includes the ILO Overhead costs of 13%⁶⁰. This is quite a low direct implementation/support cost rate, but in line with the agreed project budgets between ILO and DANEP since 2017. Further, it is noted that according to the latest approved budget in Table 1 above (June 2021), the ratio outputs-outcome and administrative costs is now at 54/46 %. This is an even lower ratio, which – based on discussion with ILMJC and DANEP - is mainly explained by the no-cost extension (incurring a 31 % increase in operational and salary costs over a longer implementation period).

It can be concluded that the operational and administrative costs of the ILMJC have increased over time at the expense of direct implementation costs. While a ratio of 54/46 % is not favourable, it has been accepted by the parties as inevitable given the extended implementation period.

5.5.2 Effectiveness of Management Arrangements

The Job descriptions of the national ILO officers and the CTA are quite comprehensive, both in terms of overall context, policy, project implementation, reporting, support to national constituents, management, reporting, M&E support and translation (national officers). The MTE finds the job descriptions quite vast covering a wide range of tasks.

⁶⁰ The ILO Program support costs (Overhead) have been included in the implementation/admin ratio, since this is the standard agreed administrative costs to the ILO in delegated cooperation from DANEP. It is noted that this includes fees for ILO experts that contribute directly to implementation – but since this is not enumerated, it is impossible to distinguish from program support costs.

From August 1 2020 to 31 July 2022, DANEP has seconded a full time senior adviser (Partnership and knowledge sharing officer) to the ILMJC and ILO in Ukraine. The adviser reports to the CTA of the project and forms part of the ILMJC team. Her main duties are knowledge management (visibility, complementarity, communication, M&E and reporting), resource mobilisation (donor liaison and co-financing, contact to Danish social partners), and project management (incl. providing support and advice to specific ILO projects). The adviser also supports the ILO country coordinator in liaison and coordination with UN agencies and DANEP, This position is of no cost to the ILO or the project (save for in-kind and logistical support), and thus constitutes a solid additional financial contribution by DANEP.

The ILMJC is assessed to be efficiently and well managed by a dedicated team of international experts and national officers and administrative staff, with one administrative officer on half-time posted in ILO Budapest. The ILMJC is supported by a team of experts (employment, enterprise development, social dialogue, employers and trade union experts) from ILO Budapest, who according to ILMJC as well as the experts themselves provide frequent ad-hoc and specific technical assistance, guidance and advice to the ILMJC. The ET notes that the services, technical assistance and advice of the ILMJC project experts, staff and external consultants and advisers are very well appreciated and generally found to be of good quality by stakeholders and constituents.

The MTE notes that at least two constituents – while appreciating the quality and relevance of ILO experts – consider that ILMJC (and the ILO) uses quite a long time to identify and mobilise experts and consultants for some specialised technical assistance. It is noted also that such long lead-in time for technical assistance was not the case in 2018-19 but has become noticeable after that. This may be caused by the COVID-19 Pandemic slowing down implementation and preventing experts from travelling to Ukraine, or simply their unavailability. Still, some expectations from partners such as the SES and FPU have not been addressed. This should be taken up by the ILMJC and the constituents to minimise delays and level expectations.

The project team receives technical backstopping and assistance from ILO specialists on labour market, social dialogue and skills development, entrepreneurship development from the ILO's Budapest office⁶¹ and from the ACTRAV and ACTEMP divisions at ILO Head Quarters in Geneva. The project also uses training specialists on request from the ILO Training Centre in Turin. This technical support is covered by ILO Program Support costs (the 13% overhead).

According to ILO Budapest, its in-house expertise, tools and models (survey tools, capacity building models, SIYB for example) as well as the technical backstopping and advice by ILO experts are considered as low-cost and resource efficient. Since this technical assistance and expertise cannot be measured in financial terms, it is not possible for the MTE to assess its cost-efficiency. However, it can be concluded that support from internal ILO and external consultants is generally well appreciated as relevant and added- value by the Ukrainian constituents.

5.5.3 Partnerships and cooperation

The MTE notes that the ILMJC, backed by ILO experts and the country coordinator, has managed to establish a fruitful and well appreciated cooperation with the core constituent Ministries and the delegated services (in particular the State Employment Service) and other state institutions such as the NTSEC and the National Service on Mediation and Conciliation (NSMC). This is both at national and at local (Oblast) level. More or less the same feedback is provided by social partners as well as other national and local partners (such as subcontracted NGOs).

The ILMJC is reported to be responsive and cooperative, also in providing fast technical and legal advice via ILO experts, within its resource limitations (but with longer response time for some technical specialists). All constituents and partners have consistently pointed out that more advice, more

⁶¹ Decent Work and Country Office for Central and Eastern Europe

training and more support is necessary. Improved tripartite dialogue, collective bargaining, improved labour market architecture and employment services, entrepreneurship training and capacity building of social partners are interventions areas with substantial additional needs in a country as vast and complex as Ukraine.

The ET finds that the constructive collaboration with national and local authorities, as well as social partners and other partners, beyond doubt is one of the contributing factors towards the ILMJC's being well underway to achieving its outputs and contributing to the higher outcome level, with the above caveats and limitations.

Coordination and management of other ILO projects

ILO has been able to co-finance or obtain additional donor funds for additional, complementary projects in SME development and economic empowerment, as well as Technical Vocational Education and Training (TVET). This is significant and demonstrates synergy and value-added of the ILMJC itself and DANEP's large investment in this engagement.

A concern by DANEP as ILMJC donor, however, has been that the project is indirectly managing and coordinating these projects, and that too much time and attention will be used for supporting the other projects. ILO explains that these independent, parallel projects have their own project documents and budgets covering staff costs, programme support costs at 13% and all other costs related to implementation.

Table 3: Other ILO projects with costs sharing arrangements

Project	Budget (USD)	Donor	Duration	Implementing agency	Cost-sharing of staff with ILMJC (DANEP funded)	Comments on ILMJC's role
Economic resilience of Azov region in Ukraine	500,285	GIZ	24 months (11-2021 - 10-2022)	GURT	Admin assistant (G5) 1,5 months – 10% of time	Financial reporting supervision, verification; compiling with other two GURT interventions under DANEP and ILO/UNDP.
Women's empowerment through entrepreneurship and better targeted services	200,000	ILO/ UNDP	11 months (02-2021 -12-2021)	ILO/ UNDP	Partnership and knowledge sharing officer (P4) – 20%	Coordination of "WE-check" (women's entrepreneurship self-check)+ close collaboration with enterprise specialist from ILO Budapest, who leads implementation
Entrepreneurship training for youth in Ukraine	92,881	Gov't of Czech Republic	24 months (01-2020 12- 2021)	ILO	CTA (P5) – one day only	Implementation led by enterprise specialist – ILO Budapest, and external consultant
E-TVET in Ukraine: Training continuity and modernization during COVID-19 and beyond	285,000	ILO	15 months (08-2020 - 10-2021)	ILO	Admin assistant (G6) –3 months of 15 =20%)	Implementation led by skills development specialist – ILO Budapest and external consultant

Having investigated the issue, the ILMJC and ILO have explained that the projects are led by ILO experts, supported by external consultants, and administered and managed by the ILO – not the ILMJC. The MTE does not find reasons to raise major concerns over the financial and administrative arrangements of these ILO implemented complementary projects. The projects above do co-finance ILMJC staff to a limited extent, and obviously these staff/experts do play a technical and supportive role on them, as the cost sharing arrangements are over and above the 13% admin fee to ILO. This is not found to be substantive. However, 20% of the administrative assistant's and 10% of the financial assistant's time over a limited period is used for these projects, so this staff does not have those days for implementing the ILMJC. The arrangement is not in line with good practice, is not very transparent and diverts some (albeit minor) resources. Further, it is not in line with the stipulated technical and financial inputs in the DANEP-ILO development Engagement document. The ILMJC is thus not advised to enter into similar arrangements, as such support is to be covered by the projects and the 13% project support costs by the ILO.

5.6 Impact

Key Evaluation Questions 4

- 4.1 What is the project tangible impact on target groups, systems, institutions?
- 4.2 Which sustainable changes are noted /documented in social dialogue by project partners, core counterpart institutions like the NTSEC, social partners, and improved skills by entrepreneurs/trainees?
- 4.3 Which sustainable changes are noted /documented in engagement of social partners in UA, and Danish partners in the project?
- 4.4 To which extent has the project been able to contribute to improving the tripartite system?

The ET notes that the EQs relating to 5.6 Impact and 5.7 Sustainability are partly overlapping. In order to avoid repetition, the ET has answered some sustainability EQs under Impact.

The project is half-way in its implementation, so it is too early to assess its impact. However, the ET detected positive signs of potential impact that should be enhanced in the remaining project time .

Outcome 1. Labour market governance is improved through the strengthening of employment services and other labour market institutions

Better links between employers and job seekers have been ensured due to the reform of SES, while its readiness to continue implementation of new approaches could potentially contribute to creating jobs for unemployed and vulnerable groups. The SES with support from ILMJC has introduced an innovative approach for career advisers that is now reflected in legislation, obliging SES to use this instrument. Beneficiaries also declared recognition of the SES reform, changes in perception of SES and its functioning. This is attributed to the ILMJC and recognised as being of added value to SES' customers. However, there is still a risk of low SES capacity in future reform implementation, mainly because of lack of financial resources.

The project managed to achieve significant results in implementation of LEP model in Kherson city, which was confirmed by all interviewed beneficiaries (regional SES, city council, LEP Board). The local authorities in Kherson confirmed that the LEP has positive impact on the development of tourism that is a strategically important sector for the region. Some interesting, unintended results appeared due to LEP implementation (business mentorship, providing equipment to start-ups), which again are reflected in the draft SME programme of Kherson city, with the potential to further support local SME development. The project helped build effective communication and public private dialogue in Kherson city.

In general, in case of a successful upscaling, the LEP model could potentially contribute to creation of new jobs provided that adequate financial resources are allocated (in Kherson, they consider involving the financial institutions). In a long-term perspective, introducing the LEP model in other Ukrainian localities would lead to intensification of local economies. There is still a risk that LEP could remain ‘one good practice’ story because of lack of capacities and finances at local level to implement LEPs on their own.

Outcome 2. Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector

The SIYB training has led to improved skills of trainees with adequate entrepreneurial skills, a good part of whom intend to start businesses. Based on results of the 2020 MTE survey and GURT’s tracking data, 25-30% of SIYB graduates have established their businesses. This could potentially lead to 1,125 – 1,350 jobs and 2,250 – 2,700 employed/self-employed persons. It is important to ensure proper tracking of businesses created by SIYB participants, which is not happening at the moment.

The MTE notes that the post-SIYB support to start-ups and SMEs (Business Support Services, mentorships, facilitating access to credit, and possibly equipment) does not form part of the project design. Some limited support has been provided by the ILMJC to the rather limited number of SMEs started (Grants, follow-up by SIYB trainers). Some support has also been provided through the LEPs and the local authorities, and by the trainers on their own initiative.

To increase the currently low number of businesses created by SIYB trainees, as well as enhancing sustainability of created businesses and their growth potential, it would be necessary to establish and apply a more comprehensive ‘SME follow-up package’ (mentorship, equipment, access to finance), since SIYB training per se is not sufficient. This is beyond the mandate and design of the ILMJC and could be considered for a future phase of ILMJC. Alternatively, ILO could develop a more comprehensive SME support programme, linked to SIYB, in partnership with other donors and existing SME support programmes.

Based on the Kherson LEP experience in development and official approval of the occupational standard for cooks (for the first time in Ukraine), a potential ‘revolution’ could take place in TVET education by using the upgraded ‘education chain’ – occupational standards » educational standards » upgraded targeted curricula. However, the outdated equipment in TVET schools and lack of readiness to introduce changes and modern approaches by TVET teachers and management could seriously affect the progress in upgrading other professions.

Outcome 3. Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced

One of the most significant possible impacts reported by beneficiaries is alignment of Ukrainian legislation on social dialogue to ILO conventions (International Labour Standards) and good international practices. The Project contributed to development of self-sufficient national or sector of collective bargaining mechanisms that would work even in case of deterioration of social dialogue. This would be strengthened by continuous training and support to collective bargaining negotiators. Social partners should further ensure enforcement of these mechanisms from their end.

ILMJC project interventions have increased capacities of social partners, NTSEC, and NSMC that will enhance social dialogue and ensure better services to their members/clients. Social partners stressed that increased institutional capacities help them better address needs of their members and protect their interest at different levels. KVPU reported increasing its membership in the regions (health care and transport sectors) as a result of project interventions. At the local level (Kherson), SES has started to play more active role in social dialogue. NSMC reported change of perception of the Service and its

decisions (resolutions) from the judiciary. NSMC also highlighted the increased capacities in conducting labour disputes thanks to projects interventions.

The two trade union partners and FEU have received support from Danish partners (needs assessments, some training, and on-going direct TA) in this area as well, which has been well appreciated by them. Direct CBA training in Ukraine by 3F of Ukrainian sector unions finally took place in October 2021, but this support has overall been quite delayed.

Thus, the project contributed overall to improving the tripartite system in Ukraine and has done what was possible in an adverse context to make this less vulnerable through the extensive capacity building and legal assessment support. Danish partners have provided valuable capacity building in social dialogue and systems development of social partners. These changes are sustainable to the extent that staff and experts remain with the social partners, that capacity will remain with the NSMC and the NTSEC secretariat (despite its inherent weaknesses). However, there is still a risk of insufficient political will and non-engagement by decision makers at national level to enhance social dialogue.

5.7 Sustainability

Key Evaluation Questions 5

- 5.1 What is the likelihood of sustainability of outcomes? Are the results and benefits likely to be durable?
- 5.2 Are the national and regional partners able to continue specific project interventions/activities and sustain results after the end of the project (capacity of people and institutions, systems, policies and approaches developed)?
- 5.3 What more should be done to improve sustainability? What is needed to leave sustainable results in the particular thematic areas addressed by the project?
- 5.4 To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDGs, DANEP /EUN and relevant targets (explicitly or implicitly)?
- 5.5 Identify and discuss gaps in the sustainability strategy. How can these gap be addressed by the stakeholders?
- 5.6 Assess and make recommendations for improvements for an outline of a possible new phase of the project ⁶²

Summary of findings

Provided the identified gaps in sustainability presented below are addressed , the outlined project results within Outcome 1 and Outcome 2 of could have a long term, sustainable positive contributions to the SDGs, ILO DWCP, and DANEP /EUN relevant targets. The project results also contribute towards the national Programme on Equal Rights and Opportunities for Women and Men (2017-2021), the National Economic Strategy 2030, Government Decentralisation as well as the government's 'Affordable Loans Programme' (5-7-9%).

The key sustainable results of ILMJC are:

- **LEP model:** Consolidating and developing the LEP model will provide a basis for upscaling and applying the LEP in other regions and hromadas. Kherson LEP is now fully operational, has been taken on by the local authorities and could serve as good practice for other localities. Co-financing of and active engagement in LEPs by local partners will be instrumental in its sustainability.

⁶² This EQ has not been dealt with by the MTE, as this was deemed premature and irrelevant, given the no-cost extension. This was also discussed during the MTE with DANEP and ILO.

Importantly, in every new LEP the general concept needs to be well described, benefits must well communicate, and sufficient funding be allocated at the local level

- **SIYB:** Has been approved as the official SES approach in targeting unemployed people. It is widely applied and used by a number of other actors, such as GIZ, UNDP, and national NGOs. SIYB is effective only if it is designed as a package approach with further support (access to finance, equipment, mentor support etc.) as the 5-7-9 program does not support start-ups.
- **Creation of a network of trained negotiators and specialists,** belonging to the social partners, who will continue to be available and can be mobilised. This network of trainers from social partners have updated skills and knowledge within legal assessment, working with youth, communication to members and clients, as well as collective bargaining skills). The network is sustainable to a significant extent.
- The ILMJC has contributed to a **more favourable legal framework** by improving specific legislation on in Ukraine, thus enhancing the likelihood of sustainability of project results. However, some of the beneficiaries shared the concern that not all partners will be able to conduct Collective Bargaining and TPD on their own.
- The project has contributed to **strengthening the institutional capacities of social partners** by ways of developing a range of new and relevant member and client services, and by substantial technical training by ILO, ILMJC, Danish partners of staff and advisers, counsellors etc, who will remain with the constituents. Also, a set of relevant and appreciated CBA training at general level as well as at national and sector level has been rolled out.
- **NMSC** is considered to be sustainable to a significant extent, since its 93 mediators remain with the service. The social partners also have come to respect and appreciate its services.

The majority of stakeholders confirmed their readiness to continue activities initiated by the project. However, some of these require financial resources, which constituents and partners most likely will have problems accessing.

Outcome 1. Labour market governance is improved through the strengthening of employment services and other labour market institutions

State Employment Centres

The SES confirmed its readiness to continue implementation of its reform (reform plan for SES completed), using the ILMJ support to introduce special career advisors and employers' counsellors. Strengthening of SES internal capacities as institution also contributed to project sustainability; SES will be able to benefit from trainers trained within the project. It tries to find proper stimulus for these trainers to continue conducting training. On the other hand, not all SES staff were trained during the project because of their high quantity. To support those who did not have a chance to be trained, all training materials were posted on the online platform with free access to SES personnel. Having master trainers on SIYB in SES would also enhance continuity of knowledge and skills.

The Obukhiv pilot case in SES (assessment of the efficiency of career counsellor and employers' counsellor functions) could serve as good basis for further improvement, in case of introducing relevant changes based on the assessment results and recommendations. SES expressed high interest in getting results of this assessment on how to improve communication between SES and the unemployed and noted that the service is ready to conduct such evaluations by themselves if they can receive clear evaluation guidelines from the project. SES also considers the possibility of expanding the model to Ukraine's other regions.

As a state institution, the SES will be able to continue matching job seekers and job providers and to perform other activities under government financing. In case the SES receives a sufficient government budget for an active labour market policy, it would ensure long-term positive results. Labour Market Information System (LMIS) and modernized SES IT system will also contribute to sustainability.

Local Economic Partnerships

Due to the ongoing decentralisation reform, it has become possible to operate the LEP approach at local decision-making level. The model could potentially be very effective in generating more and better jobs as well as in other labour market interventions. However, it is only the full scope of elements (LEP local stakeholders willing to be involved, local labour market information system, local set of resources, good facilitator) that would enable effective LEPs.

Local stakeholders confirmed that Kherson LEP is fully operational and could serve as good practice for other localities. They highlighted that LEP co-financing from local partners will be instrumental in its sustainability. According to the Director of Kherson Regional State Employment Centre, Kherson SES (functioning as LEP secretariat) considers involving financial institutions to the LEP support. If it this happens, the LEP model will in fact be more financially sustainable.

However, further scaling up and thus ensuring sustainability could be possible if LEP managed to accumulate the appropriate financial resources. Since the design of the LEP and its effectiveness is a result of negotiation with local stakeholders, strong facilitation is also needed to succeed. According to the interviewed stakeholders, implementation of the LEP model could be problematic without a strong local implementing and facilitating NGO, and without ILO guidance and support. It is also unlikely that the LEP model would be applicable in larger cities like Kyiv, Kharkiv or Dnipro, with a larger number of potential partners that may or may not engage in LEPs. In short, the concept and its mechanisms of involvement need to be further clarified and tested in other, smaller localities.

For new LEPs the general concept needs to be well described, benefits to local communities must be well communicated, and sufficient funding be allocated at local level. A community of practitioners of LEPs could be developed after piloting, to promote the model. The readiness and capacity of the MoE to take the LEP model on board for future implementation is not evident at the moment. The MoE does not have a sufficient and clear understanding of the LEP's essence, communication channels among key actors (SES, city council, employers, etc.) and financial stability of the model. Without such understanding and some unification of the LEP models, MoE would not be able to integrate the model into Ukrainian law (e.g., Strategy of SES development, New Draft Law on Employment etc.). A future application of the LEP model should consider the possible involvement of the Ministry for Communities and Territories Development of Ukraine.

Further negotiations and support are needed to ensure joint ownership of the proposed model. It is also important to ensure integration of LEP model into the local development strategies that define local priorities and guide localities in labour market development, among others.

Outcome 2. Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector

ILMJC demonstrates good results in terms of entrepreneurship development. SIYB is widely used by different players supporting business development and creation new jobs. Thus, SIYB was approved as official SES approach targeting unemployed people⁶³.

The training model is also used by other projects dealing with entrepreneurship development (e.g. Economic resilience of Azov region in Ukraine (UKR/20/02/DEU), funded by GIZ).

Representatives of Kherson city council noted that thanks to LEP and SIYB grantees the city received new innovative products and services (electric boat rental, rent of equipment for picnics, production of craft jams, sauces etc). This contributes to self-employment but also to job creation.

⁶³ The now closed Small Enterprise Development Office (SMEDO) in MoE was responsible for promotional campaigns and providing all relevant data from banks to MoE. Out of 600 persons trained with SMEDO support, about 200 obtained bank loans.

However, the ET noted an incorrect tracking and measuring by ILMJC of the number of created jobs as a result of project interventions. The NGO GURT, the implementing partner for SIYB, developed a results tracking system using surveys that could be used by other SIYB providers.

The new occupational standard for Cooks approved by the MoE could serve as a good practice for other occupations, while the close involvement of the national Association of Chefs is a good promotional model. To ensure the sustainability of the achieved results, a clear upscaling strategy for other TVET schools is needed, taking into account the generally outdated equipment and the mindset in TVET schools. Attention should be paid to TVET schools where educational centres have been renovated with support of the Ministry of Education and Science.

Outcome 3. Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced

Achieving sustainability of this outcome is the most challenging, considering the lack of political will to conduct the social dialogue. However, the project has obtained some positive results that potentially could be sustainable. A proper update and further implementation of an action plan for improving efficiency of the tripartite social dialogue in Ukraine for 2019 -2020 could serve as a basis for relaunching social dialogue in Ukraine.

Also, the ILMJC contributed to creation of a network of trainers with skills and knowledge important for social partners (legal assessment, working with youth, communication with members and clients) as well as on collective bargaining. This resulted in creation of a pool of trained negotiators, belonging to the social partners, who will continue to be available and can be mobilised. This trainers' network is sustainable to a significant extent.

The ILMJC also contributed to a more favourable legal framework by improving specific legislation in Ukraine, thus enhancing the likelihood of sustainability of project results. However, some of the beneficiaries shared the concern that not all partners will be able to conduct CBA on their own.

NSMC considers with the support and interventions by ILMJC in capacity building and certification of mediators, with a cohort of 93 very skilled and committed arbiters and mediators trained who will remain in NSMC, the service will certainly continue to provide mediation of collective labour disputes. It is also noted that the revised legislative framework further enhances NSMC's sustainability, with the social partners in fact respecting and calling upon NSMC when labour disputes need its intervention.⁶⁴

The project contributed to strengthening of institutional capacities of the social partners. FEU noted that it became a much stronger organisation thanks to participation in the project. Cooperation with

SIYB sustainability

ILMJC project support allowed creating an informal network of SIYB trainers and mentors that supports newly established businesses contributing to their sustainability¹. If the ILMJC pays further attention to this informal network in the second phase it could intensify development of businesses and leverage positive effect of SIYB training.

There are two components of SIYB sustainability: business model of SIYB as such that is based on local trainers, and possibility to get technical assistance from ILO during SIYB implementation. All local providers of SIYB training have good chances to continue the activities. On the other hand, as stressed by the interviewed partners, SIYB is effective only if it is designed as a package approach with further support (access to finance, equipment, mentor support etc.) as the 5-7-9 program does not support start-ups. Such a package approach always works better than just training, and this should be taken into consideration while designing such kind of packages. Lastly a formal roll-out training plan and supervision of SIYB trainers, supported by the local authorities, increases the likelihood of SIYB training taking place. Otherwise, sustainability of SIYB is questionable.

⁶⁴ NSMC informs that only 5% of all collective labour disputes reach NSMC – the rest are being resolved locally. But labour disputes, strikes and unrest are widespread.

the Danish partner helped FEU to deliver better services and to take tackle competitors like the European Chamber of Commerce, EBA, American Chamber of Commerce etc.

New member services have been introduced by Trade Unions following the needs assessment of two union organisations (FPU and KVPU). Better services within communication, legal aid, and youth development are now fully taken on board and will be delivered independently. Upgrading of training to ToT will ensure better continuity of the received skills and knowledge. All social partners stressed that they would use the acquired knowledge and skills in the future, as well as systems, staff and plans for continuing to do so.

FPU noted that the development of an on-line video course on mediation contributed to sustainability. This course will remain in FPU's possession and will continue to be available to trade union training centres and FPU member organisations. Inspired by this video course, the trade union of agriculture workers organised face-to-face professional training sessions for their members to obtain certificates of professional mediators. One of the proposals from project participants is to develop an online training platform and develop online courses including videos, using ILO manuals and other training materials from the project. Participants also proposed to make such training regular and make them longer in order to allow more time for practical exercises and to cover more themes. The ET supports the idea as a way of increasing sustainability of project results.

The FPU's departments of legal work, communications and youth were designated to assist in implementation of activities under the Implementation Agreement with the ILMJC. The trainees from the onward training of FPU members will continue to work in the FPU-system and will use the knowledge and skills obtained contributing to improved services to members in general. Further, social network groups will continue to promote peer-to-peer learning and mutual support. The main success factors are professionalism of trainers, selection of participants, support from the ILO project team.

The FEU established, with project support, a functional Analytical Centre for Economic and Legal Research and Forecasting, and an Evaluation and Rating Centre, which also contribute to sustainability. Activities of these centres are aimed at conducting research and holding events in the relevant areas for the members of FEU and the national economy. In three years, the centres have carried out about 80 studies. FEU also confirmed that it has established services (Customer Relations Management system, web portals, green economy platform). FEU's membership fees are currently insufficient to fully sustain this broad range of activities, however⁶⁵.

⁶⁵ According to DI, its Danish partner

6 Conclusions and Recommendations

6.1 Main conclusions

6.1.1 *Relevance and Coherence*

The ILMJC project is aligned with national policies and strategic documents defining creation of new jobs as a top priority for the state policy as well as with direct beneficiaries (SES, social partners, NTSEC, NSMC as well as the core counterpart Ministry of Economy) needs. The project team demonstrated flexible and responsive approach that helped to cope with negative effects of COVID 19 among others.

This relatively complex project operates in a context characterised by a significant number of donor programmes and projects in the areas related to job creation, SME development and social dialogue. Given a rather weak donor and ministerial coordination, avoiding overlaps is quite challenging. Under UNPF's pillar 1: Sustainable economic growth, environment and employment, the ILO country coordinator (supported by, inter alia, the ILMJC) with other UN agencies with other similar interventions and avoid significant overlaps. Coordination with other DANEP, GIZ, USAID and EU supported programmes does take place, but more on a case by case basis than through any formalised structures. The extent of this is difficult for the ET to ascertain.

6.1.2 *Project Design and Reporting*

The ILMJC has a coherent Intervention Logic with results at output level feeding into the three overall outcome areas, and applies targeted and evidence-based approaches, including needs assessment of social partners, territorial diagnostics of labour market interventions, as well as solid legislative analysis with assessment ILS compliance. Gender equality and inclusion of vulnerable groups are integrated in indicators and targets, but application of gender equality rarely goes beyond measuring gender balance. The ILO guidelines on Integrating Gender Equality in Monitoring and Evaluation could be more actively applied and used by ILMJC and its partners

After this MTE, the ILMJC's comprehensive Monitoring & Evaluation (M&E) framework, tracking all outputs under the three outcomes, based on annual targets is now cumulative and tracks progress against outcomes as well. The ILMJC team thus has a RBM tool as basis for evidence-based progress reporting, which again would improve the quality of the official ILO annual reports. Some adjustments to the updated Results Framework from June 2021 were also suggested in order to make it more realistic and coherent. The ILMJC does not measure SDG targets and indicators, but overall feeds into SDG targets 8.3, 8.4 and 8.5, in line with the ILO DWCP.

6.1.3 *Effectiveness and Efficiency*

Effectiveness

The main findings by this MTE on the ILMJC's contributions towards the three main outcome areas are that the ILO, through this project and other recent ILO interventions during the period 2015-2018, contributed to an overall improved labour market governance in Ukraine, notably by substantial system development (in fact, complete reform plan) of the national State Employment Service and other labour market institutions (social partners, National Service on Mediation and Conciliation, NSMC). Through the Local Employment Partnership model, a potentially sustainable and scalable modality has been promoted and adapted to local circumstances, which – given sufficient support and buy-in from local authorities and partners - could be rolled out widely in other regions than those targeted. Also, ownership and support by the national responsible Ministry of Economy will be important with possible involvement of Ministry for Communities and Territories Development of Ukraine.

The ILMJC's contributions towards Outcome 1 An improved labour market governance through strengthening of employment services and other labour market institutions is well on track with key

elements implemented (Labour Inspection Legislation and LMIS in place), Labour Market and Employment Strategy adopted in 2019, and the new Labour Act, including provisions on Labour Inspection, approved by the Parliament on 29 September 2020. A comprehensive reform plan for SES has been prepared (in fact restructuring and re-focussing the service completely), social dialogue capacity has improved, and social partners have been noted to feed into and participate more actively in policy dialogue and engage in working groups. Social partners are not yet fully engaging in the national tripartite dialogue, however. The NTSEC has resumed its functions in October 2021, but its performance and capacity leave much room for improvement, despite the solid TA provided by ILMJC.

The ILMJC's contributions towards Outcome 2 on Skills development for new labour market entrants (largely focussing on entrepreneurship development and Youth) are less evident. The overall progress is good, but the outcome has been negatively affected by COVID 19. The main deliverable under Outcome 2 is the ILO's SIYB entrepreneurship training package, which is seen to have gained solid traction in the country, well beyond the ILO and ILMJC.

Assuming that all the 4,500 targeted persons complete an SIYB course, and that 25% of trainees in fact start a small business, it is reasonable to expect that approx. 1,100-1,200 jobs have been created, depending on how many employees the SMEs will have. In total, 2338 potential entrepreneurs have been trained in SIYB so far, which is 50% of the target.

The ILMJC similarly contributed to Outcome 3 on Tripartite Social Dialogue (TPD) and collective bargaining, but there were delays in implementation and limited achievement of outputs. This is a politically and socially difficult area and is overall behind target. The ET considers it unrealistic to achieve this outcome. There have been delays in implementation, due limited engagement by social partners and political will to engage in social dialogue, factors beyond the control of the ILMJC and the ILO. It is noted that in the NTSEC Presidium convened in August 2020, and the NTSEC Head of secretariat was appointed on 22 August 2021. The national TPD resumed operation late 2021, following the nomination of the new president of the council.

The effects of the interventions related to overall Tripartite Social Dialogue have thus been limited. These could be resolved, for example, by updating the mechanisms and procedures for interaction of representatives of the constituents in order to increase their interest in cooperation. The ILMJC and the ILO should work with the NTSEC in the remaining project period to address this.

These challenges notwithstanding, the ILMJC has throughout successfully supported capacity building of constituents in TPD as well as provided solid technical assistance on improving and commenting on labour market and employment legislation, leading to improvement of the framework conditions for social dialogue and labour market governance.

The impacts of COVID-19 on the ILMJC's interventions have been substantial delays in direct TA and training interventions requiring physical presence, but the project and ILO have done well in aiming to mitigate this. This includes converting SIYB to digital format with support from ILO ITC in Turin, (e-learning, on-line training and materials), and all TA has been provided virtually throughout most of 2020. This has also affected engagement by Danish social partners.

Gender equality

The ILMJC project has done much to address gender in its interventions and is found to be gender neutral, in some areas responsive, but not transformative. Due to the project design, including the Results Framework, the approach to gender equality and inclusion is found to be more formal than substantive. While some project activities (as relevant) do target men, women, and youth, this rarely goes beyond ensuring gender balance.

The ILO guidelines on Integrating gender equality in monitoring and evaluation could be more actively applied and used by ILMJC and its partners. The project has not provided guidance on use of these guidelines, while the constituents are very well aware of the need for addressing gender equality.

Efficiency

The no-cost extension until June 2024 by DANEP and ILO resulted in a 20-25 % reduction of the budget allocation for the first and third outcome, and a 14% increase in the budget for the second one. The new ratio between administrative, support costs and project activities is not favourable at 46/54%, but is mainly due to the no-cost extension. Expenditures are found to be in line with implementation plans, and the budget and financial management do not give reason for other concerns.

It has to be acknowledged that the ILO to its credit has been able to co-finance or obtain additional donor funds for complementary projects for approx. 1 million USD in SME development and economic empowerment, as well as Technical Vocational Education and Training (TVET). This is significant and demonstrates synergy and value-added of the ILMJC itself and DANEP's large investment in this engagement.

The ILMJC is assessed to be efficiently and well managed by a dedicated team of international experts and national officers and administrative staff. The ILMJC is adequately supported by a team of experts (employment, skills, enterprise development, social dialogue, employers and trade union experts) from ILO Budapest, giving frequent ad-hoc and specific technical assistance, guidance and advice to the ILMJC. Overall, the services, technical assistance and advice by the ILMJC project experts, staff and external consultants and advisers are very well appreciated and generally found to be of good quality by stakeholders and constituents.

The ET considers that the constructive collaboration with national and local authorities, as well as social partners and other partners, is one of the contributing factors towards the ILMJC's being well underway to achieving its outputs and contributing to the higher outcome level – with the caveats and limitations elaborated in section 5.3.

6.1.4 Impact & Sustainability

Based on conducted desk review and field work ET can conclude that the ILMJC has achieved good results that could be sustainable and have positive impact on the labour market and creation of new jobs, provided that possible risks are mitigated (to the extent possible). A majority of stakeholders confirmed their readiness to continue activities initiated by the project. Since the social partners are relatively stable organisations and the capacity building efforts and systems development will remain, there are good prospects for sustainability. However, some of these require financial resources, which constituents and partners most likely will have problems accessing.

Provided the identified risks and gaps in sustainability are addressed, the project results within Outcome 1 and Outcome 2 could have a long term, sustainable positive contributions to the SDGs, ILO DWCP, and DANEP /EUN relevant targets. The project results also contribute towards the national Programme on Equal Rights and Opportunities for Women and Men (2017-2021), the National Economic Strategy 2030, Government Decentralisation as well as the government's 'Affordable Loans Programme' (5-7-9%).

Outcome 1. Labour market governance is improved through the strengthening of employment services and other labour market institutions

- *SES reform*

Impact: Better links between employers and job seekers ensured by introduced innovative approaches (career counsellors and employers' counsellors) could potentially contribute to creating jobs for unemployed and vulnerable groups.

Sustainability: Reform plan for SES was taken on board by the Service and planned to be continued that prove sustainability of the achieved results. Institutional capacity of SES was strengthened, in particular through Training of Trainers, while a significant number of trainers remain as staff.

Possible risk: Limited capacity of SES to support future reform implementation.

1. *Local Employment Partnerships*

2. *Impact:* Successfully scaled up LEP model could potentially contribute to creation of new jobs and intensification of local economic development.

Sustainability: Kherson LEP could be considered as success story for other localities if it manages to accumulate the appropriate financial resources.

Possible risk: Inability of LEP to attract financial resources, lack of ownership by MoE or local authorities

Outcome 2. Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector

• *SIYB*

Impact: Based on results on MTE survey and GURT tracking SIYB training could potentially lead to 1125 – 1350 jobs and 2250 – 2700 employed/self-employed persons.

Sustainability: SIYB training led to the increased capacities of significant number of target group representatives (including vulnerable groups) to start and conduct own business. SIYB as a model was officially approved by SES and taken on board by the number of other donor projects.

Possible risk: Low number of created businesses, low sustainability of created businesses and their inability for development and scaling.

• *TVET schools*

Impact: Successfully upgraded 'chain of education' (occupational standards - educational standards - upgraded curricula) could lead to the significant improvement of TVET education.

Sustainability: To ensure the sustainability of the achieved results related to the approval of occupational standard for Cooks, a clear upscaling strategy for other TVET schools considering the generally very outdated equipment and mindset in TVET schools is needed.

Possible risk: Outdated equipment in TVET schools and lack of readiness to introduce changes and modern approaches. Local authorities may not have the funds to finance TVET (due to inadequate financial transfers from central government)

Outcome 3. Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced

• *Enhanced Tripartite social dialogue*

Impact: Increased capacities of social partners, NTSEC, NSMC will enhance social dialogue and ensure better services to their members/clients

Sustainability: The ILMJC contributed to the legislation in the field of social dialogue including on CBA as well as to the introducing of new member services of two trade union organizations (FPU/KVPU) and strengthening capacities of social partners in general that contributed to sustainability.

Possible risk: Potential limited political will at national level to support and enhance social dialogue.

6.1.5 *Main lessons learned*

The MTE has identified three important lessons learned – one negative and two positive:

- 4) **SIYB: conversion and adjustment to online mode.** Flexibility and quick response allowed conversion and adjustment of SIYB to online mode during COVID 19 restrictions, which again

made it possible for ILMJC (and ILO) to reach its targets (in fact overperform). There is a risk here of lower learning attainment and probably excluding certain marginalised people from online training in comparison with offline, especially for Training of Trainers, ToT.

- 5) **Improved demand-driven service provision by social partners.** An improved understanding of clients' or members' needs ensures better service provision (survey of members FEU, Customers Relation Management (CRM) software FEU, clients' feedback to SES, mobile app developed by KVPU for union activists). This has further been enhanced by training and capacity building of the social partners in legal, youth and effective communication).
- 6) **National Tripartite Social Dialogue in a difficult context.** The challenges surrounding National Tripartite Social Dialogue and the functioning of NTSC are beyond the control of the ILMJC and the ILO. These can be summarised as:
 - TPD is a politically and socially difficult area, with limited engagement by social partners in social dialogue, even suspension of participation in NTSEC by the FEU in 2018.
 - Disagreements by social partners on both content and consultations around the draft labour, employment, and social protection laws
 - The role and mandate of social partners are not being fully recognised by the legislative executive
 - Inadequate financing of core functions of the NTSEC secretariat

There were also a number of institutional constraints affecting the ability of NTSEC to fully perform its functions. There is a need to amend the legislation to define the specific role and mandate of the NTSEC, and related improvements of the mechanisms for interaction between the social partners in TPD at national level, as well as cooperation of the tripartite body with other stakeholders.

This has negatively affected this outcome, weakening the established TPD platform where key social, economic, labour and employment questions could be consulted, and where decisions and legislative processes could be agreed on.

6.1.6 Good Practice

Two emerging good practices were identified:

- 1) **LEPs – a potentially strong and proven effective** model for involving all relevant local partners within employment and job creation (local authorities, private sector, SMEs, Civil Society, and TVET schools, investors, professionals etc). LEPs demonstrate very good results, while scaling up and expanding to other regions are yet to be tested.
- 2) **Involvement of professionals in development of Master Classes for chef students and developing a national occupational standards for cooks.** This is of direct added value to end users (students), upgraded curriculum and lifted quality of training to new levels - to benefit of hotels, restaurants & catering businesses (aligning with employers' needs for specialised, good quality TVET graduates). Finally, this enhanced relevance and general quality of local TVET school. Involving master chefs as specialists in developing occupational standards for cooks (officially approved by MoE) has harnessed best practice in the sector and integrated this into new national standard. IF this standard can be meaningfully used in other TVET schools, as well as the improved curriculum, it could lift quality of services in the hospitality sector.

6.2 Recommendations

Recommendation	Background, comments
<i>I Constituents on promoting sustainability, improve and support delivery towards project outcomes</i>	
1. MoE should work to ensure that the NTSEC has adequate technical and financial resources (in particular a sufficient operational budget) to fulfill its important role in serving the council. This includes sufficient minimum financial allocation from the national budget, which is under the responsibility of the Ministry of Finance.	NTSEC currently only has a budget to cover staff and current expenses. No budget for operations and activities is available. In 2019, NTSEC was approx. 60% underfinanced The MoE should prioritise the NTSEC in its budget negotiations with the Ministry of Finance.
2. MoE and ILMJC should agree on HOW the two new LEPs (2022 =>) can be facilitated by MoE and local institutions. (NGO partner in Kherson (New Generation) could be considered as master trainer and promoter of LEPs in other locations)	There is concern that three new LEPs is quite ambitious, and that MoE /SES at local level may not have technical/financial resources to lead.
3. The ILMJC should demonstrate practical content and process of LEP to MoE and develop a model in Ukrainian language. Clearly describe the LEP model, communicate its benefits to the MoE and local authorities and partners	The LEP model is also a good practice – see Appendix 7.2
4. Potential co-financing and co-implementation of LEPs with U-LEAD should be explored by ILMJC	To be taken up by ILMJC
5. Introduce tracking of SIYB in the M&E system, support the networking of SIYB trainers/mentors, contribute to development of the ‘support package’ to SIYB grantees, as well as preparation of Master trainers (Ukrainian)	This is important for sustainability and keeping momentum – to be ensured by ILMJC. This is partly embedded in implementation agreements with GURT and the SES’s training plans for entrepreneurship training
6. Partnering with EU4Skills to promote changes in TVET education: Occupational standards => educational standard => improved curricula	To be further explored by ILMJC
<i>II Adjustments & Improvements (to the ILMJC project)</i>	
7. ILMJC should unpack its too detailed but rich results , using a communication adviser (important achievements, such as mediation, substantial input into labour laws, NTSEC, and TA to NMSC + Social Partners + LEPs). SIYB has good media uptake, LEPs have many success stories	The ILMJC Project is under-selling its good achievements and results . ILO experts & staff are too technical. There is a need for clearer documentation, less details and broader vision, not least towards external audience and donors
8. The budget for media/communication needs to be increased - more can be done within limited resources.	This is necessary in order to work on Rec. 8.
9. The M&E system needs to be improved, based on suggestions by MTE	The ET and IMLC team have jointly worked on this during this MTE, and the M&E matrix is much improved
10. Start using cumulative reporting against indicators at outcome and output level, to demonstrate better tracking of results and reporting to donor and constituents	Same
11. Consider support in certification of Ukrainian SIYB master trainers by the ILO Training Centre in Turin	National master trainers would increase opportunities for more SIYB training (potentially more SMEs) and contribute to national capacity building
12. Use ILO guidelines on Gender Equality more proactively and involve partners in discussion on how to make ILMJC interventions more gender mainstreamed	ILMJC could consider consultations with UN WOMEN on how to Gender Equality
13. Assess and communicate how different needs of men and women should be considered	Same, and applying the ILO guidelines on Gender Equality in M&E

Recommendation	Background, comments
III Closer involvement of Danish Social Partners	
14. Contracts with DK social partners should be reviewed again, with the possibility of expanding scope.	The limited scope of the ILMJC agreements w Danish social partners is not conducive to their closer involvement and using their experience.
15. Alternatively, MoUs could be drawn up where Danish partners provide additional services or advice through their framework agreement with Danida - and the ILMJC can then provide funding for certain technical support and training	This is to be further explored between DANEP and the Danish partners, consulting also the ILMJC

Appendix 7.1 Lessons learned

Lesson Learned 1 Conversion and adjustment of SIYB to online, e-learning mode Project Title: Inclusive Labour Markets for Job Creation in Ukraine Project TC/SYMBOL: UKR/17/01/DNK Name of Evaluators: Olha Krasovska, Frank Runchel Date: 01.10.2021 The following lesson learned has been identified in the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
Brief description of lesson learned (link to specific action or task)	Flexibility and quick response by the ILO TC in Turin and ILMJC project in Ukraine to convert and adjust the existing SIYB curriculum to online mode during COVID 19 restrictions enabled the further roll-out of SIYB during the imposed lock-downs in 2020 and 2021
Context and any related preconditions	SIYB as a well-defined ILO method was already adapted to the Ukrainian context, including training of 72 national SIYB trainers, concept notes and national roll-out plans developed . On-line SIYB refresher course for 24 NGO and SES trainers was developed in 2020, using e-SIYB, with support from ILO TC. The E-SIYB tool was converted to Ukrainian to ensure continuation of the SIYB training programme during the pandemic SIYB has been adopted by the MoE as the official entrepreneurship development programme in Ukraine
Targeted users / Beneficiaries	SIYB trainees selected by State Employment service and the implementing partner, NGO GURT The 1000 trainees taking on-line SIYB in 2020 and 2021
Challenges /negative lessons - Causal factor	On-line SIYB obviously has limitations in terms of imparted skills and knowledge – it is more difficult to provide direct support to potential start-ups. Quality of proposed business plans by trainees also prove to be of quite low quality Requires a strong and committed group of trainers, able to manage and use the e-SIYB and conduct training independently On-line format may also exclude certain target groups without proper access to computers and good internet
Success / Positive Issues - Causal factors	Advantages are lower implementation costs, and trainees can take-eSIYB and exercises at their leisure. Spacing out the courses over time is a further advantage Training of Trainers, ToT, is more complicated on-line, and requires very careful selection by ILO and the trainer of potential trainers, including screening and interviews
ILO Administrative Issues (staff, resources, design, implementation)	SIYB, once trainers are available and a national implementing agency appointed, doesn't require close supervision, but needs a close cooperation with the responsible authorities Frequent refresher training is necessary

Lesson Learned 2**Improved demand-driven service provision by social partners****Project Title: Inclusive Labour Markets for Job Creation in Ukraine****Project TC/SYMBOL: UKR/17/01/DNK****Name of Evaluators: Olha Krasovska, Frank Runchel****Date: 01.10.2021**

The following lesson learned has been identified in the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

Brief description of lesson learned (link to specific action or task)	Better services by social partners: An improved understanding of clients' or members' needs ensures better service provision. Examples include (not exhaustive): Survey of members by Federation of Employers of Ukraine, FEU; a Customers Relation Management (CRM) software in FEU; clients' feedback to State Employment Service; A mobile app developed by KVPU for union activists).
Context and any related preconditions	Under Outcome 3 of the ILMJC, Output 3.3, Improved demand-driven service provision by social partners have been introduced, partly through linking up with Danish social partners. Needs assessments were conducted by Danish partners of FPU, KVPU and FEU in 2019. These partly formed the background for further development of surveys of their members and clients, including specific capacity building and provision of tools and guidance (mainly on distance) In 2020, ILMJC has further worked with trade unions to roll out improved services to their members within communication, youth development and legal aid
Targeted users / Beneficiaries	Staff and trainers in social partners FPU, KVPU and FEU Users of services in the social partner organisations Counsellors in State Employment Services
Challenges /negative lessons - Causal factors	Few, including availability of staff for training and member assessment.
Success / Positive Issues - Causal factors	New member services have been introduced by Trade Unions following the needs assessment of two union organisations (FPU and KVPU), as well as by FEU. Better services within communication, legal aid, and youth development are now fully taken on board in unions and will be delivered independently. Upgrading of training to ToT will ensure better continuity of the received skills and knowledge. All social partners stressed that they would use the acquired knowledge and skills in the future, as well as systems, staff and plans for continuing to do so.
ILO Administrative Issues (staff, resources, design, implementation)	Development of member services for social partners requires relatively intensive technical assistance and good tools and models (which can be adapted) for rolling out services Implementation of training and provision of TA can be carried out by implementing agencies, but funding and supervision is a requirement

Lesson Learned 3 National Tripartite Social Dialogue in an adverse context Project Title: Inclusive Labour Markets for Job Creation in Ukraine Project TC/SYMBOL: UKR/17/01/DNK Name of Evaluators: Olha Krasovska, Frank Runchel Date: 01.10.2021 The following lesson learned has been identified in the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
Brief description of lesson learned (link to specific action or task)	The challenges surrounding National Tripartite Social Dialogue in Ukraine and the non-functioning of National Tripartite and Social Economic Council, NTSEC, are many: Missing political will or a discourse by central decision makers that Tripartite Social Dialogue is unnecessary, the role of social partners not being recognised, and the disengagement by the Federation of Employers from NTSEC in 2018.
Context and any related preconditions	Under Outcome 3 of the ILMJC, Output 3.1, substantial technical support has been provided to NTSEC in terms of needs assessment, action plans and direct technical training and advice. Also, ILMJC and the ILO coordinator have given a wide range of legal assessment of draft and existing acts related to labour market development, employment, social and maternity protection since 2018. Despite this, the NTSEC has been stalled due to withdrawal of one social partner in 2018-2020 and the lack of support by central decision makers in government, parliament of Ukraine and the political process around TPD
Targeted users / Beneficiaries	Essentially NTSEC, but also members of parliament, central government officials, as well as social partners feeding proposals and commenting on draft acts and legislation under the purview of NTSEC
Challenges /negative lessons - Causal factors	<p>The above factors have led to a non-conducive or even adverse environment, outside the influence of ILO and even limited influence by social partners (trade unions, employers). This has negatively affected all project outcomes by making it impossible to have a TPD platform where key social, economic, labour and employment questions could be consulted, and where decisions and legislative processes could be agreed on.</p> <p>In addition, the NTSEC is a relative weak institution with few resources, and a very limited budget.</p>
Success / Positive Issues - Causal factors	The ILMJC has managed to feed into the legal process and have continued to support the NTSEC secretariat and social partners by providing TA and assessment of their proposals and critique of the ongoing legislative process
ILO Administrative Issues (staff, resources, design, implementation)	The process has required substantial attention and resources throughout - also from ILO's regional office in Budapest and the ILO country coordinator

Appendix 7.2 Good practices

Emerging Good Practice 1**Local Employment Partnership model****Project Title: Inclusive Labour Markets for Job Creation in Ukraine****Project TC/SYMBOL: UKR/17/01/DNK****Name of Evaluators: Olha Krasovska, Frank Runchel**

The following emerging good practice has been identified in the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.</p>	<p>The ILO has adapted the LEP approach to the context of Central and Eastern Europe and developed tools to support stakeholders to develop local solutions to their specific employment challenges. The ILO enables labour market institutions at local level (such as employment offices) to take responsibility and drive formulation and implementation of LEPs by introducing innovation and collaborative approaches in implementation of national employment policies.</p> <p>Local Employment Partnerships (LEPs) are promoted and implemented by the ILMJC at regional and local level in Ukraine. They are found to be effective public-private partnerships for inclusive and responsible local employment governance.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>LEPs enable local actors to deliver along 6 service lines: (i) entrepreneurship and business advisory service; (ii) access to finance/small credit opportunities; (iii) access to equipment and/or training; (iv) employment subsidies; (v) association building/social entrepreneurship; (vi) Outreach to vulnerable individuals (NEETs, PLwD, and so on).</p> <p>LEPs require strong leadership and facilitation skills at local level to be successful, and initially direct external support. LEPs further require co-financing by local authorities, both in kind but also in terms of direct support to local SMEs, investment in TVET school equipment or refurbishment.</p> <p>The national and local authorities will require a better and clearer conceptual description, co-development of the concept and assume ownership for the LEPs to become applied and scaled up elsewhere in the country.</p>
<p>Establish a clear cause-effect relationship</p>	<p>Explained above</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Under ILMJC's Outcome 1, Output 2, 5 LEPs are supported. Three have been implemented, two are just starting.</p> <p>This MTE has found evidence that LEPs in Ukraine have gained both traction among participating local partners and created impact in the form of job creation, revitalizing TVET schools, as well as entrepreneurship and SME support. In addition, the local hospitality / restaurant sector is found to benefit directly from the created LEP in Kherson city</p>

<p>Potential for replication and by whom</p>	<p>The national Ministry of Economy and regional and local authorities, supported by ILO, are the key organisations able to replicate and apply the LEPs at scale in other regions of Ukraine.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>LEPs are directly link to ILO's DWCP 2020-2024 for Ukraine, Priority 2: Inclusive and Productive Employment.</p>
<p>Other documents or relevant comments</p>	<p>One pager Local Employment Partnership (ILMJC) LEP Power Point Presentation (ILMJC)</p>

Emerging Good Practice 2

Involvement of professionals in development of Master Classes for chef students, and developing a national occupational standards for cooks

Project Title: Inclusive Labour Markets for Job Creation in Ukraine

Project TC/SYMBOL: UKR/17/01/DNK

Name of Evaluators: Olha Krasovska, Frank Runchel

The following emerging good practice has been identified in the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.</p>	<p>As part of the ILMJC supported Local Employment Partnership (LEP) in Kherson city (see Good Practice 1), the local TVET school has succeeded in involving private professionals (practitioners) directly in Master classes for chef students. As part of the LEP, the school has raised funds from local authorities and businesses for total a refurbishment of the kitchen facilities (a precondition to receive further support for equipment).</p> <p>The kitchen has received complete state of the art chef’s professional cooking and laboratory equipment from the ILMJC – according to standards defined by National Association of chefs.</p> <p>This facility has enhanced relevance and general quality of the TVET school.</p> <p>Involving master chefs as specialists in developing occupational standards for cooks (officially approved by MoE) has harnessed best practice in the sector and integrated this into new national standard. IF this standard can be meaningfully used in other TVET schools, as well as the improved curriculum, it could lift quality of services in hospitality sector</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>LEPs require strong leadership and facilitation skills at local level to be successful, and initially direct external support. LEPs further require co-financing by local authorities, both in kind but also in terms of direct support to local SMEs, investment in TVET school equipment or refurbishment.</p> <p>While the direct support from ILO in this case to the TVET school is both relevant and well justified, it shows the limitation of such local education institutions.</p> <p>The Good Practice of working directly with a local TVET through a LEP requires thorough assessment of the local value chain, buy in from LEP partners and ability to attract in-kind contributions and funds from private businesses and local authorities. It is thus key that the responsible branch of the State Employment Services and local council are supportive</p>
<p>Establish a clear cause-effect relationship</p>	<p>See under point 1 above</p>

Indicate measurable impact and targeted beneficiaries	It is difficult to obtain specific data, but the TVET school's chefs course has 250-300 students annually, a good deal of them reportedly being very attractive to local businesses (due to relevant and updated skills and high quality standards). They are easily getting jobs in local hotels and restaurants, or in the hospitality sector along the Black Sea coast.
Potential for replication and by whom	The national Ministry of Economy and regional and local authorities, supported by ILO, are the key organisations able to replicate and apply the LEPs at scale in other regions of Ukraine.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	LEPs are directly link to ILO's DWCP 2020-2024 for Ukraine, Priority 2: Inclusive and Productive Employment.
Other documents or relevant comments	LEP Power Point Presentation (ILMJC) LEP implementation agreement (ILMJC) National occupational standard for Cooks (ILMJC and Ministry of Economy of Ukraine)

Appendix 7.3 Assessment of current progress by outcomes and outputs (end of July 2021)

Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
Outcome 1 Labour Market governance improved, Strengthening SES	<p>(1) Reform plan for the modernization of the state employment services has been consulted with the social partners and Ukrainian authorities including a monitoring and evaluation framework.</p> <p>(2) Job Search Assistance: Percentage of unemployed having received job search assistance from SES⁶⁶ including long-term unemployed, women, IDPs, and youth.</p> <p>(3) Search Spells: Time elapsed between first period of active search and moment of labour market entry.</p> <p>(4) Number of employers sourcing services from SES offices.</p> <p>(5) Number of labour market institutions supported.</p>	<p>1. LMIS introduced, assessment of systems (review of e-services (Estonia))</p> <p>2. ILO Technical assistance to SES career counsellors, employers' & specialised counsellors and SES Performance management system</p> <p>3. New career counselling and employment services introduced, incl. at Oblast level (LEPs) Pilot SES in Obukhiv (2021=>)</p> <p>4. 6,500 employers (Rivne and Kherson) now sourcing SES services</p>	<p>Overall good progress, with key elements implemented (Labour Inspection Legislation and LMIS in place), Labour Market and Employment Strategy adopted in 2019, and the new Labour Act, including provisions on Labour Inspection, approved by the Parliament on 29 September 2020.</p> <p>A comprehensive reform plan for SES has been prepared (in fact restructuring and re-focusing the service completely), social dialogue capacity has improved, and social partners have been noted to feed into and participate more actively in policy dialogue and engage in working groups.</p> <p>AS seen also under Outcome 3, Social partners are not yet fully engaging in the national tripartite dialogue, however</p>

66 SES – State Employment Service

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Output 1.1 A range of modernized services and delivery models are offered at SES offices to better serve the needs of their clients</p>	<p>(1) At least 200 SES staff trained and advised. (2) At least 7 services either improved or introduced to the SES at national and local level. (3) A system of key performance indicators introduced to the SES. (4) At least 3 studies conducted concerning the cost effectiveness of active labour market policies.</p>	<p>(1) 333 SES staff trained (276 women/57 men): - 31 Registrars trained (27 women/4 men) - 91 Career counselors trained (82 women/9 men) - 44 Employers' counselors trained (40 women/4 men) - 23 Specialized counselors trained (20 women/3 men) - 144 SES managers trained (107 women/37 men) (2) 3 services improved (registrars, employment counselor and employers' counselor); New SES internal structure, containing staff development plan, proposed (3) KPI system introduced; (4) Concept note of tracer study for one ALMP introduced; studies delayed due to COVID-19 (5) 3 rounds of technical comments to the Employment Promotion Law provided</p>	<p>This output and its 4 indicators (related to training of SES staff, improved integrated client-oriented services, Key Performance Indicators (KPIs) and labour market studies) is on track, with substantial technical assistance from ILO experts and the project having gone into advising, training and upgrading SES services. A new Labour Market Information System has been prepared, to the extent that in fact a comprehensive modernisation of the SES is at an advanced stage of achievement.</p>
<p>Output 1.2 Local Employment Partnerships (LEPs) are signed and implemented</p>	<p>(1) At least 3 LEPs facilitated by the SES offices or other LEP stakeholders; (2) At least 500 of beneficiaries reached by SES through the employment partnerships (at least 50% women, at least 40% youth)</p>	<p>(1) Target: 3 Achieved: 3 3 LEPs facilitated by LEPs stakeholders in Rivne (Mlyniv ATC and Sarny) and Kherson oblasts; (2) 597 beneficiaries reached by LEP stakeholders (56% women) Within LEP in Kherson: 326 reached beneficiaries (66% women) - 100 people supported in development of individual activation plan (79 long-term unemployed; 21 inactive);</p>	<p>Overall, this output and its two indicators (1) At least 3 LEPs facilitated by the SES offices or other LEP stakeholders; (2) At least 500 beneficiaries reached by SES through LEPs (at least 50% women, at least 40% youth) are on track. Three LEPs in Kherson and Rivne were supported in 2020-21, and two more in Zaporizhia and Sumy oblast have been signed and started up from October, 2021. COVID 19 has negatively impacted the roll out of support to the three LEPs under implementation.</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
		<ul style="list-style-type: none"> - Employed 42 people (30 women/ 12 men), from them: 35 long-term unemployed (25 w/10 m) and 7 inactive (5w/2m); - 65 potential entrepreneurs trained on GYB and SYB (38 women/27 men), from them 39 jobseekers and 26 unemployed); - 18 startups supported with grants and provided with business-coaching (13 women; 15 men); - 13 TVET master-trainers trained in accordance to new occupation standard and to use equipment at the practical lab in Kherson Higher commercial school. - 5 workshops from the chefs from top restaurants in Kherson and other cities (number of trained students TBC) - 10 students of the partnering TVET schools passed on-job training in 4 top restaurants of Kherson - 19 LEP partners trained on outreach and activation strategies (12 women/ 7 men) - 8 person trained on development of occupational standard (2 women/6 men) - 41 inactive and long-term unemployed (34 women/7 men) trained on leadership, job search and job interview; - 10 TVET school and SES TVET center representatives trained on RPL (5 women/5 men) 	<p>The LEPs supported under the ILMJC have demonstrated their ability and success to deliver a range of combined, mutually-reinforcing, improved, and client-oriented SES services; more active and better motivated job seekers; job creation for unemployed and inactive persons; improved buy-in from local employers to use SES services; and several other important benefits</p> <p>LEP have been overall successfully rolled out in three locations in Ukraine and are assessed to be an emerging good practice supported by the ILMJC, based on the understanding and acceptance by the local partners that job creation requires locally based and adapted accompanying measures, rather than centrally developed policies. There are limitations and concerns around LEPs’ scalability and resource demands, however.</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
		<p>Within LEPs in Rivne region - 271 reached beneficiaries (46% women):</p> <ul style="list-style-type: none"> - 73 secondary school psychologists and teachers trained on career guidance; - 37 TVET representatives trained on marketing skills; - 47 TVET teachers trained on modernized curricula; - 75 potential entrepreneurs trained on GYB and SYB (33 women/42 men); - 20 startups supported with grants (7 women; 13 men); - 19 LEP partners trained on outreach and activation strategies (12 women/ 7 men); <p>Awareness raising campaign on legal employment:</p> <ul style="list-style-type: none"> - 2510 on-call consultations wz population; - 1403 employers (business entities) consulted during field visits to the employer/visits to the SES offices; - 323 employed through Mlyniv and Sarny SES branches; - 188 registered Private Entrepreneurs (14 of these were unemployed) 	
<p>Outcome 2 Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector</p>	<p>(1) Reduced skills mismatch: Share of young people and graduates whose educational attainment is higher or lower than the level required in their jobs.</p>	<p>(1) Scheduled for 2024 (2) Scheduled for 2024 (3) On track; SYB Trainings Impact Assessment Report for July – October 2020 was conducted, covering 331 SIYB training participants. From 52 received responses 37% have registered their</p>	<p>The overall progress is good, but the outcome has been negatively affected by COVID 19 SIYB and direct TA to LEPs have been suspended in 2020 and partly in 2021. The main deliverable under Outcome 2 is the ILO’s SIYB entrepreneurship training package, which is seen to have gained solid traction in the country, well beyond the ILO and ILMJC</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
	<p>(2) Reduced skills gap: Percentage of firms identifying an inadequately educated workforce as a major constraint.</p> <p>(3) Increased entrepreneurial intentions: Number of participants in entrepreneurship training courses that intent to open their own business.</p>	businesses in the following fields: services (33%); Production (30%); IT (25%); Trade (9%); Other (education, research, psychologist services) (3%)	.
Output 2.1 Entrepreneurship training as a complementary offer of TVET and SES is introduced	<p>(1) At least 7 master trainers/teachers and local trainers/teachers trained in using the ILO's entrepreneurship development packages SIYB</p> <p>(2) At least 4,500 TVET graduates and SES clients that have taken an entrepreneurship development course.</p> <p>(3) 100 new business supported.</p>	<p>(1) 72 SIYB trainers trained;</p> <p>(2) 2338 trained potential entrepreneurs (1532 women; 806 men)</p> <p>(3) 38 business supported through LEPs</p>	<p>This output and its three indicators show good progress. It is noted however, that SIYB master trainers have not yet been trained (which is planned for 2022). All SIYB trainers in Ukraine have been trained by existing ILO Master trainers offline.</p> <p>Further, all physical SIYB training has been suspended partially in 2020 (re-started from July – October 2020) and part of 2021. This slowed down implementation considerably</p> <p>If the target of 4,500 persons completing an SIYB course, and 25% of trainees in fact start a small business, it is reasonable to expect that approx. 1,100-1,200 jobs have been created, depending on how many employees the SMEs will have. In total, 2338 potential entrepreneurs have been trained in SIYB so far, which is 50% of the target</p> <p>Only 38 businesses were supported until now against a target of 100</p>
Output 2.2	(1) Three curricula modernized in consultation with	(1) 3 curricula modernized (1/mechanical technician of vehicles electronic	This outputs and its two indicators are found to be overperforming, thus more than on track (1) Three curricula modernized in consultation with

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Quality of TVET has been improved in three curricula selected based on local value chain assessments (see also output 1.2)</p>	<p>relevant public authorities and social partners. (2) Teachers trained (70 % of teachers in the schools that administered these curricula in the target regions are reached).</p>	<p>equipment/vehicles body repair technician (Sarny); 2/animal products treatment process (Mlyniv); 3/ Optional part of curriculum for Cook (Kherson); (1.1) New occupational standard for Cook was approved by the Ministry for development of Economy, Trade and Agriculture on February 3, 2021. Initially developed by LEP Kherson. (1.2.) SIYB introduced in targeted VET schools and in 11 SES VET centers as additional curriculum (still pending completion of legal procedure by the Ministry of Education of Ukraine); Practical Labs for training equipped based on the functions described in the standard (Kherson LEP) (2) (2.1.) 47 TVET teachers trained in Rivne and 13 TVET teachers in Kherson (70% of teachers of schools, administering these curricula)</p>	<p>relevant public authorities and social partners, (2) Teachers trained (70 % of teachers in schools that administer these curricula in target regions are reached). The output is closely linked to output 1.2 LEPs. The MTE notes that direct and intensive support has been provided to three 3 TVET centres under the LEPs</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Outcome 3 Tripartite Social Dialogue and Collective Bargaining as means to create more and better jobs, especially for youth, are enhanced</p>	<p>(1) Number of policies and programs promoting inclusive labour markets development adopted by government including recommendations of tripartite social dialogue bodies, including youth specific initiatives.</p> <p>(2) Number of collective bargaining agreements signed in pilot sectors or regions.</p> <p>(3) Increase of membership of employers' and workers' organizations.</p>	<ol style="list-style-type: none"> 1. Substantial TA from project to NTSEC, incl. Analysis of TPD system, NTSEC Action Plan. Training of NTSEC secretariat 2021 => 2. ILO TA on national inclusive labour market policies (on TPD, social partners, wages and income policies, gender gap); Gender gap analysis 3. Training on dispute resolution and solid TA to NCMS, group of master trainers available. 4. 3 TOTs to the TUs on legal services, communication and youth 5. 2 TUs and FEU received support from DK partners (needs assessments, some training, and on-going direct TA) 6. Several planned CBA training events delayed + not yet any visit to Denmark by social partners 7. On-line CBA training for 57 officials from constituents in 2021 in maritime, metallurgy sectors, expected direct support and training in CBA by Danish partners Oct-Nov 2021 	<p>A politically and socially difficult area and is overall behind target. The ET considers it unrealistic to achieve this outcome.</p> <p>TPD has not been working since 2018 due to non-operational NTSEC, which has limited technical capacity and is financially under resourced. With new NTSEC President and Secretariat appointed, it has resumed work Oct. 21.</p> <p>There have been delays in implementation, due limited engagement by social partners and political will to engage in social dialogue, factors beyond the control of ILMJC and ILO. The effects of the interventions related to overall TPD have been limited.</p> <p>A number of draft Labour Market and employment laws are currently in process:</p> <ul style="list-style-type: none"> • Draft Law on mandatory state social insurance for unemployed – this is being challenged by trade unions • Draft Employment law • Draft labour law in process since 2019, still not passed (and highly contested by social partners) <p>Mediation system for collective disputes well established (NCMS), but is under-resourced. Direct CBA support shows some progress, but not yet many CBAs have been signed</p> <p>ILMJC has successfully supported capacity building of constituents in TPD as well as provided solid technical assistance on improving and commenting on labour market and employment legislation, leading to improvement of the framework conditions for social dialogue and labour market governance</p> <p>The impacts of COVID-19 on the ILMJC's interventions have been substantial delays in direct TA and training</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Output 3.1 National Tripartite Social and Economic Council (NTSEC) as well as six regional councils (RTSEC) have formulated evidence-based recommendations/opinions for inclusive labour markets policies, including on wages and un/under-declared work.</p>	<p>(1) At least 150 staff and experts trained and No of participants that evaluate the training as useful, (2) At least 50% recommendations/opinions on inclusive labour markets policies presented by the councils or by the social partners, (3) Monitoring system established to follow up on the councils' recommendations</p>	<p>1) 27 staff trained on PR and communication and evaluate trainings useful (training planned to be continued in 2021-2022) 2) Project contributed to drafting the national action plan on combating the undeclared work; TA provided on 183 ILO Convention, Green Paper, incl recommendations on modernization of social dialogue, presented at the Parliamentary Committee special session 3) Delayed due to NTSEC inactivity for 2 years</p>	<p>interventions requiring physical presence, but the project and ILO have done well in aiming to mitigate this.</p> <p>The output and indicators have been technically delivered on by the ILMJC and ILO in Ukraine, but the overarching challenge remains the poor Tripartite Social Dialogue. The output may not contribute towards the Outcome.</p> <p>Social partners have strong views and disagreements on both content and consultations around the draft labour, employment, and social protection laws making the climate surrounding TPD quite tense The government's view is that now the NTSEC president and secretariat have been appointed, the council is expected to resume its work as normal, and social partners also want to see the secretariat playing a more active role.</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Output 3.2</p> <p>Collective bargaining processes in pilot sectors have been initiated or revived including amicable settlement of collective labour disputes</p>	<p>(1) At least 50 stakeholders trained on collective bargaining and number of participants that evaluate the training as useful.</p> <p>(2) At least 50% of the ILO's recommendations on improving the collective bargaining and amicable settlement of collective labour disputes institutions and processes taken onboard by the policy makers</p> <p>(3) Number of stakeholders trained on labour disputes resolution and Number of participants that evaluate the training useful.</p>	<p>(1) 101 stakeholders trained on CB and evaluate trainings useful</p> <p>(2) TA in economic and labour indicators used in collective bargaining process and recommendations provided, pending Law adoption; WG of drafting the law On Collective Labour Disputes supported-pending Law adoption</p> <p>(3) 89 stakeholders and 40 NCMRSs staff (12 certified trainers) trained on LD resolution</p>	<p>This output and its indicators have been delivered on by the ILMJC and can be said to be overall on track. The challenge is that CBA processes and labour disputes are outside the influence of the ILO. The Mediation system for collective disputes is well established (NCMS), but is under-resourced. Direct CBA support shows some progress, but not yet many CBAs have been signed</p> <p>The two trade union partners and FEU have received support from Danish partners (needs assessments, some training, and on-going direct TA) in this area as well, which has been well appreciated by them. It is noted that several planned CBA training events have been delayed, and that finally in October 2021 the first training sessions took place.</p>

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Outcomes/Outputs	Indicators	Reported by ILMJC	MTE Assessment of achievement status
<p>Outputs 3.3 Collective bargaining processes in pilot sectors have been initiated or revived including amicable settlement of collective labour disputes</p>	<p>(1) At least 50 stakeholders trained on collective bargaining and number of participants that evaluate the training as useful.</p> <p>(2) At least 50% of the ILO's recommendations on improving the collective bargaining and amicable settlement of collective labour disputes institutions and processes taken onboard by the policy makers</p> <p>(3) Number of stakeholders trained on labour disputes resolution and Number of participants that evaluate the training useful.</p>	<p>(1) 101 stakeholders trained on CB and evaluate trainings useful</p> <p>(2) TA in economic and labour indicators used in collective bargaining process and recommendations provided, pending Law adoption; WG of drafting the law On Collective Labour Disputes supported- pending Law adoption</p> <p>(3) 89 stakeholders and 40 NCMRSs staff (12 certified trainers) trained on LD resolution</p>	<p>The output is delayed due to COVID-19, but demonstrates some interesting achievements, partly unplanned. The services planned for roll-out by the Ukrainian social partners for a large part depend on direct support and TA from Danish partners.</p> <p>In response to the COVID pandemic, ILO has provided a number of relevant and appreciated support to ILO constituents, including:</p> <ul style="list-style-type: none"> • Assessment of the needs of enterprises under COVID-19 crisis by FEU - ILO Guide on Safe return to work: Guide for employers on COVID-19 prevention (translation and dissemination) • A six-step COVID-19 business continuity plan for SMEs to support these during the COVID-19 crisis. The tool is widely used by the Federation of Employers of Ukraine • Business Confidence Index by FEU with ILO and DI support

Appendix 7.4 List of informants

UN and international donors/INGOs/implementing partners					
	Organisation	Name	Title	Gender	Date interviewed
1.	Danida	Lotte Mindedal	Sr. adviser, Danida, DANEP secretariat	F	29 June 2020 09 July 2020 31 August 2020
2.	ILO Office for Central and Eastern Europe	Julia Drumea	Senior Specialist for activities of employers' organizations	F	16 Sept. 2020
		Cristina Mihes	Senior Social Dialogue and Labour Law Specialist, ILO Office for Central and Eastern Europe	F	
		Magnus Berge	Senior Specialist for Workers' Organizations	M	
3.	ILO Office for Central and Eastern Europe	Allessandra Molz	Skills Development and Employability Specialist	F	18 Sept. 2020
4.	ILO Office for Central and Eastern Europe	Daniela Zampini	Employment Specialist	F	21 Sept. 2020
5.	ILO Office for Central and Eastern Europe	Markus Pilgrim	Director	M	6 October 2020
6.	ILO ILMJC	Dzemaal Hodzic	CTA, Inclusive Labour Markets for job creation	M	29 June 2020 20 Sept 2021-01 Oct. 2021
7.	ILO ILMJC	Tetyana Minenko	National project Officer	F	10 Sept 2020 21 Sept 2020 20 Sept 2021-01 Oct. 2021
8.	ILO ILMJC	Mr Georgyi Morozov	National project Officer	F	20 Sept 2021-01 Oct. 2021
9.	ILO ILMJC	Katerina Haiduk	Project admin /financial assistant	F	20 Sept 2021-01 Oct. 2021
10.	ILO LMJC	Ms Lotte Mindedal	Sr. adviser, ILMJC	F	20 Sept 2021-01 Oct. 2021
11.	ILO ILMJC	Vakhtanh Chachiiia	Project admin /financial assistant	M	20 Sept 2021-01 Oct. 2021
12.	Volynskiy resource centre, LEP Rivne	Vasyl Kashevskiy	Head	M	20 Sept 2021
		Ihor Volianyk	Project manager	M	

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13.	Danish Embassy in Ukraine	Inge Durant	Counsellor	F	21 Sept 2021
		Olena Prokopenko	Advisor	F	
14.	UN Women ⁶⁷	Tanya Kudina	Programme Coordinator	F	21 Sept 2021
15.	ILO expert	Dieter Kohn	Master SIYB trainer	M	22 Sept 2021
16.	ILO	Sergiy Savchuk	National Coordinator for Ukraine	M	24 Sept 2021
17.	EU U-LEAD programme	Rasmus Jeppesen	Senior Policy Advisor, Planning, Monitoring and Communications Directorate Unit	M	24 Sept 2021
		Helge Arends	Team Leader for Planning, Monitoring and Communications	M	
18.	NGO New Generation	Oksana Hlebuskina	Executive Director	F	27-28 Sept 2021
19.	NGO GURT	Bogdan Maslych	Director	M	29 Sept 2021
		Alla Zhuravel	Project manager	F	

Government Partners					
	Organisation	Name	Title	Gender	Date interviewed
20.	Ministry of Economy of Ukraine	Olexandr Savenko	Director General of the Directorate of labour market development and employment	M	21 July 2020
		Olga Pylypchuk	Head of the working group on labour migration of the Directorate of labour market development and employment	F	
21.	State Employment Service (SES)	Liubov Bershadska	Head of the Department of the social services provision	F	21 July 2020
		Inna Bondini	Head of the division of public services, Department of the social services provision	F	
22.	State Employment Service	Yuliia Zhovtiak	SES Director	F	21 Sept 2021
		Iryna Sadovska	Deputy Director	F	
		Artem Ripenko	Deputy Director	M	
		Liubov Bershadska	Director of the Department for Employment Policy Implementation	F	

⁶⁷ Meeting was conducted by Lotte Mindedal, ILO and Vibeke Gram Mortensen, Danish Ministry of Foreign Affairs

		Valentyna Melnyk	Department for Employment Policy Implementation	F	
		Luidmyla Vasylega	Director of the Department of Strategic Development and Labor Market Analysis	F	
23.	NTSEC	Nataliya Neniuchenko	NTSEC Secretary	F	23 Sept 2021
		Vera Bodrova	Head of the Information and Analytical Department	F	
24.	Ministry of Economy of Ukraine	Svitlana Glutschenko	Deputy Ministry	F	24 Sept 2021
		Oleksandr Savenko	Director of Directorate	M	
		Igor Terechenko	Expert	M	
		Oksana Gerasymova	Expert	F	
25.	Kherson Regional State Employment Center	Yevgeniy Yerashov	Head	M	27 Sept 2021
		Natalya Portugalska	Deputy Head	F	
	Kherson City State Employment Center	Svitlana Shyryaeva	Head	F	
26.	Kherson City Council	Natalya Zhurzhenko	Head of the Educational Department	F	28 Sept 2021
		Iryna Nikolayeva	Head of the Economic and Investment Department	F	
		Liliya Zabolotna	Culture and tourism Development Department	F	

Social Partners

	Organsation	Name	Title	Gender	Date interviewed
27.	United Federation of Danish Workers, 3F	Jesper Nielsen	Head of Department	M	30 June 2020
		Jonas Devantier	International Programme coordinator	M	

28.	Association of Danish Industries, DI	Peter Helk	Senior Advisor	M	30 June 2020 14 Sept 2021
29.	Federation of Trade Unions of Ukraine (FPU)	Roman Kravchuk	Deputy Head of the International Relations Department	M	21 July 2020
30.	Federation of Employers of Ukraine (FEU)	Oleksandr Yavorsky	Director of the Department of business competitiveness	M	23 July 2020 22 Sept 2021
31.	Confederation of Independent Trade Unions of Ukraine (KVPU)	Nataliia Levytska	Deputy Head	F	23 July 2020
		Olesia Briazgunova	International Secretary	F	
32.	Federation of Trade Unions of Ukraine (FPU)	Oleksandr Shubin	Deputy President	M	30 July 2020
33.	United Federation of Danish Workers, 3F	Jesper Nielsen	Head of Department	M	16 Sept 2021
34.	KVPU	Petro Tulei	Deputy Head	M	22 Sept 2021
		Nataliia Levytska	Deputy Head	F	
		Olesia Briazgunova	International Secretary	F	
35.	FPU	Hryhoriy Osovyi	President	M	23 Sept 2021
		Oleksandr Shubin	Deputy President	M	
		Vasyl Andreev	Deputy President	M	
		Roman Kravchuk	Deputy Head of the International Relations Department	M	
		Yuriy Rabota	Head of the FPU Press Center	M	
		Volodymyr Kharchenko	Head of the Department for Coordination of Training and Work with Youth	M	
		Iryna Sydoryak	Deputy Head of the Legal Protection Department	F	
		Anna Pugacheva	Leading expert on the regulation of social and labor relations	F	
		Inna Mykhalchenko	Head of the Department of Information Support and Communications of the Trade Union of	F	

			Education and Science Workers of Ukraine		
		Maria Kupris	Project coordinator of the Trade Union of Constructors of Ukraine	F	
		Olga Vasyanovych	Head of the Department of Social Dialogue and Collective Bargaining	F	
		Tetyana Mosiychuk	Legal labor inspector of the Trade Union of Metallurgical and Mining Industry Workers	F	
		Serhiy Gerus	Deputy Chairman of the Kyiv City Organization of the Trade Union of Agricultural Workers of Ukraine	M	
		Olena Tsyktych	Primary trade union organization of the Kyiv City Trade Union of Housing and Communal Services and Service Workers	F	
		Olga Sibibert	Kirovohrad regional organization of the trade union of educators and scientists of Ukraine	F	

Other Partners					
	Organisation	Name	Title	Gender	Date interviewed
36.	EU ILO Project "Towards safe, healthy and declared work in UA"	Antonio Robalo Santos	Project manager/VTA	M	21 Sept 2021
37.	National Service on Mediation and Conciliation Oleksandr	Olexandr Okis	Head	M	22 Sept 2021
		Olexandr Akimov	Deputy Head, Head of the Legal Department	M	
		Nadiya Zarko	Advisor to the Head	F	
		Oksana Deda	Deputy Head of the Legal Department	F	
		Olena Skuratovska	Head of the Department of Analytical and Information Work and Forecasting	F	
38.	SMEDO; ToT SIYB; UNDP-ILO Project	Babiy Oleksandr	Expert on SME Development and Donor Coordination	M	23 Sept 2021

39.	Kherson Higher TVET School	Eugenia Olimska	Director	F	27 Sept 2021
		Olena Klymenko	Deputy director	F	
	Public organization "Southern Association of Chefs of Ukraine"	Oleksii Aleksandrov	Member of Working group to develop a professional standard Cook	M	
		Yuri Kovryzhenko	Chief cook	M	
		Mykhailo Sosnovskih	Chief cook	M	
40.	Torrefacto	Olena Borisenko	SIYB grantee	F	28 Sept 2021
41.	Povod Est	Olesya Miheieva	SIYB grantee	F	28 Sept 2021
42.	ZAGRAVA	Denys Doyban	SIYB grantee	M	28 Sept 2021

LEP Board Kherson: Focus group discussion (held 27 September 2021)					
	Name	Organisation	Gender	Mail	
43.	Yevgeniy Yerashov	Kherson Regional State Employment Center	M	kherson.dir@kheocz.gov.ua	
44.	Natalya Portugalska		F	portugalkan@kheocz.gov.ua	
45.	Svitlana Shyryaeva	Kherson City State Employment Center	F	kherson.dir@kheocz.gov.ua	
46.	Iryna Kozachek		F	kherson.dir@kheocz.gov.ua	
47.	Tetiana Zubkova		F	tanya_zub@ukr.net	
48.	Svitlana Tkachuk	State Educational Institution "Kherson Center for Vocational Education of the State Employment Service"	F	khecpto.priemn@kheocz.gov.ua	
49.	Olga Avramenko	NGO "Kherson Regional Training Center" Vector of Development"	F	avramenkoolga2407@gmail.com	
50.	Vyacheslav Petrenko	Kherson Regional Branch of the Ukrainian Union of Entrepreneurs and Industrialists	M	v.petrenko.ks@gmail.com	
51.	Oksana Glebushkina	NGO "New Generation"	F	newgener93@gmail.com	
52.	Oleksiy Alexandrov	Public organization "Southern Association of Chefs of Ukraine"	M	adalmix.ks@gmail.com	
53.	Vitaliy Belobrov	NGO "Business Association of Us-Khersonites"	M	vbel.com@gmail.com	

SIYB Trainers: Focus group discussion (held 28 September 2021)				
	Name	Surname	Gender	Mail
54.	Oksana	Mykhaylenko	F	ksena.boichuk@gmail.com
55.	Olga	Rashevskaya	F	orash72@gmail.com
56.	Bogdan	Rudenko	M	7302113@gmail.com
57.	Vitaliy	Belobrov	M	vbel.com@gmail.com
58.	Olga	Avramenko	F	avramenkoolga2407@gmail.com

Appendix 7.5 List of documents reviewed

Background materials:

1. DANEP 2017-2021 Ukraine Country Programme Document, October 2017
2. Strategic Framework for the Danish Neighbourhood Programme 2017-2021, October 2017
3. Organisation Strategy ILO (The International Labour Organisation) 2020-22
4. List of ILO Conventions and Protocols not ratified by Ukraine
5. List of ILO Conventions and Protocols not ratified by Ukraine
6. Agreement Between the Government of Denmark, Represented Danish International Development Agency and the International Labour Organization
7. Project Steering Committee Terms of Reference
8. Development Engagement Document for Inclusive Labour Markets for Job Creation in Ukraine (2017-2022)
9. ILO Decent Work Country Programme 2016 – 2019

Materials produced by the project:

10. Needs Assessment & Diagnostic Review for Federation of Employers of Ukraine
11. Diagnostic Review and Member Needs Assessment of the Confederation of Trade Unions of Ukraine (FTUU/FPU)
12. Diagnostic Review and Member Needs Assessment of Confederation of Free Trade Unions of Ukraine (CFTUU/KVPU)
13. Monitoring Report on the follow-up activities implemented by the prospective trainers SYB/ILO (Start Your Business program, International Labor Organization) within the framework of the project ‘Inclusive Labour Markets for Job Creation in Ukraine’

Project reports and minutes

14. Inclusive Labour Markets for Job Creation in Ukraine: Inception report
15. Development Cooperation Progress Report 2018, 2019, 2020
16. Cumulative-Output tracking table
17. Project Workplan and monitoring matrix
18. List of conducted seminars
19. Project budget and financial statements
20. Minutes of the PSC meetings

Reports and studies in the field of labour market, social dialogue, and SME development.

21. Стан соціального діалогу в Україні та позиції соціальних партнерів, available at <http://library.fes.de/pdf-files/bueros/ukraine/18189-20210903.pdf>
22. National Tripartite Social Dialogue: an ILO guide for improved governance International Labour Organization, 2013
23. OECD (2020), Monitoring the Implementation of Ukraine’s SME Development Strategy 2017-2020, OECD Publishing, Paris, available at www.oecd.org/eurasia/competitiveness-programme/eastern-partners/Monitoringthe-Implementation-of-Ukraine’s-SME-Development-Strategy-2017-2020-ENG.pdf
24. SME Review in Ukraine 2018/2019. Focus on European integration, SMEDO, 2020, available at <https://sme.gov.ua/analitychni-materialy/#smedoukr>
25. Voluntary business progress review of achieving sustainable development goals in Ukraine, Global Compact Network Ukraine, 2020, available at <https://vnr.globalcompact.org.ua/>

26. Economy Profile of Ukraine Doing Business 2020 Indicators, WB Group, 2020, available at <https://www.doingbusiness.org/content/dam/doingBusiness/country/u/ukraine/UKR.pdf>.
27. Quarterly report on Business Climate Assessment, IER, 2020, available at http://www.ier.com.ua/files//Regular_products/BTS/Industry/QES_ukr_01_2020.pdf
28. OECD et al. SME Policy Index: Eastern Partner Countries 2020: Assessing the Implementation of the Small Business Act for Europe, SME Policy Index, European Union, Brussels/OECD Publishing, Paris, 2020, available at <https://doi.org/10.1787/8b45614b-en>
29. COVID-19 in Ukraine: Impact on Households and Businesses, UN, 2020, available at https://www.ua.undp.org/content/ukraine/en/home/library/democratic_governance/covid-19-in-ukraine--impact-on-households-and-businesses.html
30. COVID-19 impact survey for business in Ukraine, ACC&Deloitte, 2020, available at <https://www2.deloitte.com/ua/uk/pages/press-room/press-release/2020/acc-and-deloitte-covid19-six-month-of-lockdown.html?nc=1>
31. Report on the impact of the coronavirus pandemic on Ukraine: economic, political and social aspects, ICPS, 2020, available at <http://www.icps.com.ua/mtspd-predstavyy-dopovid-pro-vplyv-pandemiyi-koronavirusu-na-ukrayinu-ekonomichnyy-politychnyy-ta-sotsialnyy-aspekty/>.
32. Analytical report. Business and COVID 19, Federation of Employees of Ukraine, 2020, available at https://fru.ua/images/doc/analytics/BUSINESS_AND_COVID-19.pdf
33. Emma Manos. After COVID-19 shock: how to boost Ukraine’s economic recovery, UNIDO, 2020, available at <https://www.unido.org/stories/after-covid-19-shock-how-boost-ukraines-economic-recovery>
34. EU4Business country report 2020: Ukraine, available at <https://eu4business.org.ua/reports/eu4business-country-report-2020-ukraine/>
35. Portfolio report: EU support to SMEs in the Eastern Partnership in 2020, available at <https://eu4business.org.ua/reports/eu-support-in-the-eastern-partnership-in-2020/>
36. Audit of Ukrainian Economy prepared by the Cabinet of Ministers of Ukraine, 2020, available at <https://nes2030.org.ua/docs/doc-audit.pdf>
37. Vectors of Ukraine Economic development till 2030, prepared by the Cabinet of Ministers of Ukraine, 2020, available at <https://nes2030.org.ua/docs/doc-vector.pdf>
38. Policy paper. How can Ukrainian SME grow into national and global champions? 2019, available at <https://ces.org.ua/wp-content/uploads/2019/06/CES-EN-1.pdf>
39. SME Policy Index: Eastern Partner Countries, 2020, available at <https://www.oecd.org/publications/sme-policy-index-eastern-partner-countries-2020-8b45614b-en.htm>
40. Analytical report. Municipal Competitiveness Index 2019/2020, available at http://www.ier.com.ua/en/mci/Report_19-20
41. OECD Economic Outlook, Interim Report “Strengthening the recovery: The need for speed”, March 2021, available at: <https://www.oecd.org/economic-outlook/>

ILO guidance notes:

42. Guidance Note 14 for Joint Evaluations
43. Guidance Note 2 for Midterm Evaluations
44. Guidance Note 3.1: Integrating gender equality in monitoring and evaluation
45. ILO policy guidelines for results-based evaluation Principles, rationale, planning and managing for evaluations, 4th edition

Appendix 7.6 Legislative support provided by the ILO on draft laws, regulations, plans

Legislative support provided by the ILO to the Parliament or draft law initiators (e.g. line Ministries, MPs)

Promotion and Technical comments provided to the following draft laws:

- 1) Draft Law of Ukraine No. 5388 “On Amending Some Legislative Acts of Ukraine concerning Deregulation of Employment Relationship”;
- 2) Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Remuneration of Labor”;
- 3) Draft Law of Ukraine №5371 of 13.04.2021 "On Amendments to Certain Legislative Acts on Facilitation of Regulation of Labor Relations in the Field of Small and Medium Businesses and Reduced Administrative Burden on Entrepreneurial Activities”;
- 4) Draft Law of Ukraine No. 5266 on 18.03.2021 "On Amendments to Certain Legislative Acts of Ukraine Regarding Improvement of Legal Framework for Labour of Certain Categories of Workers”;
- 5) Draft Law on Law on Amendments to Certain Legislative Acts of Ukraine Concerning Strengthening the Protection of Employees' Rights;
- 6) Draft Law of Ukraine “On Occupational Safety and Health of Workers” (replacing the Law of Ukraine “On Labour Protection”);
- 7) Draft law № 5054-1 of 25.02.2021 "On amendment to the Labour Code regarding Regulation of some aspects of Labour Relations”;
- 8) Draft Law of Ukraine No. 5054 “On Amending Some Legislative Acts concerning the Definition of the Concept of Employment Relationship and the Indicators of its Existence”;
- 9) Draft Law of Ukraine No. 5161 of 25.02.2021 “On Amending the Code of Labour Laws of Ukraine to Regulate Some Non-Standard Forms of Employment”;
- 10) Draft law of Ukraine No. 5161-1 of 16.03.31 “On Amending the Code of Labour Laws of Ukraine to Regulate Some Non-Standard Forms of Employment”;
- 11) Draft Law of Ukraine “On Amending the Code of Labour Laws of Ukraine (to Provide Legislative Regulation of the State Labour Inspection Activities)” (new title: Draft Law of Ukraine “On Amending Some Legislative Acts on the Procedure of State Supervision (Control) of Compliance with the Labour Legislation”;
- 12) Draft Law of Ukraine “On Amending the Law of Ukraine “On Employment of the Population” to Implement New Active Labour Market Programmes”.
- 13) Draft Law of Ukraine “On Amending Some Legislative Acts to Improve the Procedure for Resolution of Individual Labour Disputes”;
- 14) Draft Law of Ukraine “On Collective Contracts and Agreements”.
- 15) Draft Law of Ukraine “On Collective Labour Disputes”
- 16) Legal gap analysis in relation to the following ILO Conventions:

[Employment Service Convention, 1948 \(No. 88\)](#)

[Employment Promotion and Protection against Unemployment Convention, 1988 \(No. 168\)](#)

[Private Employment Agencies Convention, 1997 \(No. 181\)](#)

[Maternity Protection Convention, 2000 \(No. 183\)](#)

[Seafarers' Identity Documents Convention \(Revised\), 2003, as amended \(No. 185\)](#)

[Maritime Labour Convention, 2006, as amended](#)

[Violence and Harassment Convention, 2019 \(No. 190\)](#)

Technical recommendations provided for better aligning with international and European Labour Standards and best practices the national legal acts:

1. Draft legal act on safety and health signs at work (set 1 and set 2), aimed at transposing Directive 92/58/EEC (discussed during the technical meetings with the SLS officials);
2. Technical recommendations to the draft legal act on Minimum workers' safety and health requirements for temporary or mobile construction sites, aimed at transposing Directive and 92/57/EEC;
3. Technical recommendations to the draft legal act on the minimum OSH requirements for the workplace, aimed at transposing Directive 89/654/EEC;
4. Technical recommendations to the draft legal act Minimum safety and health requirements for the use of work equipment by workers at work, aimed at transposing Directive 209/1004/EEC;
5. Technical recommendations to the MSP Order No. 1804, of 29.11.2018, "On approval of the minimum safety and health protection requirements for the use by workers of personal protective equipment at the workstation", aimed at transposing Directive 89/656/EEC.

Plans:

- 1) Draft Law of Ukraine "On Ukraine's Accession to the Commitments Ensuing from Part III of the International Labour Organization Convention concerning the Protection of Workers' Claims in the event of the Insolvency of their Employer, 1992 (No. 173);
- 2) Draft Law on Amendments to Certain Legislative Acts of Ukraine Concerning Strengthening the Protection of Employees' Claims for Payment of Wage Arrears in Case of Insolvency of the Employer (amendments to the Code of Labor Laws, the Code on Bankruptcy Proceedings, and the Law of Ukraine "On Labour Remuneration").
- 3) Draft Law On Employment Promotion law (possible amendments to the Labor law instead)
- 4) Legal gap analysis in relation to the ILO Chemicals Convention, 1990 (No. 170)

Other types of advocacy:

- 1) Presentation of technical comments during the Verkhovna Rada of Ukraine round tables and committee discussions (e.g. draft law 5371) and discussions with the Ministry of Economy (e.g. Draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Regarding Improvement of Legal Framework for Labour of Certain Categories of Workers").
- 2) Regular consultations with the Government to ensure compliance of draft legislative acts with the ILO Conventions and Recommendations (employment, labour inspection, equal remuneration, etc.).
- 3) Technical comments of the Draft Law On Collective Contracts and Agreements through participation in the Workgroup under the auspices of the National Tripartite Social and Economic Council.

Capacity Development

- 1) Members from the parliamentary committees (social protection and EU integration) are regularly participating in capacity building activities.
- 2) Assistance to **National Tripartite Secretariat (NTSEC)**, training on services and improved functions.

Institutional structures:

- Tailored support to **Reform plan of the State Employment Service (SES)** for improved service delivery i.e. career counselling, individual employment planning, specialized support to hard-to-employ unemployed, and employers' counselling.
- Assistance with modernization of the **SES IT system**
- Assistance in establishment of the **Labour Market Information System (LMIS)**

Appendix 7.7 MTE's Survey results & Findings - SIYB Trainees

The Evaluation Team conducting the Mid Term Evaluation of ILO's Inclusive Labour Market Project (ILM) found it useful to conduct an online survey in order to assess the relevance, quality and impact of the SIYB and GYB training by external providers under the ILMJC project.

Respondents

Out of a total possible number of 490 persons having participated in SIYB and GYB in 2020, 120 respondents completed the survey on-line (using MS Forms). The survey targeted 490 trainees in Rivne and Kherson oblasts. With 120 respondents (24% response rate) the survey is well beyond the 95% confidence level, thus sufficiently statistically representative to provide a clear indication of the effects on the SIYB trainees. The survey has been designed in consultation with and rolled out with assistance from the ILMJC project team in order to reach the SIYB trainees. The survey was completed by 37 respondents that received GYB training, 33 respondents that received SIYB training, 34 respondents that received both types and 16 respondents that did not indicate what type of training they received.

As can be seen in the tables below there are some respondent characteristics that need to be considered and taken into account when analysing the results of the survey. A large proportion of respondents are below the age of 25 (42%), and in addition 32 % of respondents are students. It can be argued that, in spite of receiving training of sufficient quality, students and persons below 25 years of age have less opportunity and perhaps desire to start a business than older/more established age groups. As is also a finding from the survey that starting capital is the principal reason preventing respondents from starting a business. It is likely that young people and students are groups that will have the least access to capital, which again affects the likelihood that trainees would start a business. This fact in turn affects the results of the present survey. The ET notes that more could have been done to select trainees whom, as a point of departure, had better opportunities to take advantage of the training. In addition, it is worth noting that the 66 % of respondents are female. Cultural norms and women's access to capital can affect the survey results negatively.

The ET finds that there is no significant variation in responses from respondents participating in different types of training. It is therefore not found beneficial to carry out a stratified analysis except for one area relating to the number of trainees that started a business.

Table 1.

Age distribution	Number
- Under 18	23
- 19-25	22
- 26-35	18
- 36-45	28
- 46-55	14
- 56+	2
Total	107

Table 2.

Gender distribution	Number
- Male	36
- Female	70
Total	106

Table 3.

Type of employment	Number
Student	34
Hired employee	14
Self-employed	20
Individual/private entrepreneur	29
Other (please specify): unemployed; disabled person;	8
Total	105

Relevance and quality of training

According to the answers from the respondents it is quite clear that the training was relevant to them. Table 4 below indicates a clear majority of respondents with a significant or somewhat increased understanding of the training subjects. The only outlier identified is in regard to gender equality in business, where 29 % of respondents see no change in their understanding of the subject, indicating that this area was perhaps not covered sufficiently during the training, or that socio-cultural norms or gender perceptions may have influenced the response.

In general, the positive responses indicate that the training was relevant, and that the quality was good. 78% of respondents, that had attended similar trainings, found the training strongly or partly relevant and valuable (40 respondents had attended similar trainings). The quality of the training was further substantiated by respondents as 86% found the training well balanced in terms of theory and practical cases and that 85% found the trainers highly professional.

In regard to how many actually utilize the knowledge they have gained through the training the responses are also positive. 86 % of respondents that started a business use a major part or some of the knowledge gained during the training. 76% of respondents that have not registered a business but are planning to do so, indicate that they use the knowledge acquired during training. The lower number in this group could be connected to some of the respondents in this group not having the possibility to apply such knowledge.

Table 4.

To what extent do you consider the training increased your understanding of the following issues?	Significantly increased	Somewhat increased	Did not change	Don't know
	%			
General understanding of business management, including sale, marketing, how to attract clients	52,5	36,7	5,8	5
Development of a business plan	52,5	29,2	11,7	6,7
Tax administration and financial management	31,7	38,3	18,3	11,7
Business related legislation (regulations, bylaws,)	30	47,5	14,2	8,3
Human resource management (managing staff)	38,3	36,7	18,3	6,7
Gender equality in business (equality between men and women, sexual harassment etc)	36,7	24,2	29,2	10

Training Impact

30 trainees (or 26,5% of respondents) started and registered a business after having received training, and 7 (6%) registered and have intentions of starting one. The ET finds this quite a positive result, taking into consideration the composition of the respondents and the barriers to establishing and operating a small or micro business in Ukraine. While it is not possible to establish a direct causality between starting a business and participating in SIYB or GYB, there are some indication that this may

be the case when looking at the responses and a stratification between the types of training (see table 6 below)

Table 5.

Did you register/start your business after training?	Number	%
Not yet, but plan to register soon	60	53,10
Not yet, and do not plan to register	16	14,16
Yes, registered, but did not start operations	7	6,19
Yes, registered and started operations	30	26,55
Total	113	100,00

43 % of respondents that started a business answer that they would not be able to start one without the training they received, indicating that the training had a positive impact on a large part of the trainees. In addition, as can be seen in table 6, respondents that received SIYB training or both sets of training are much more likely to start a business. It is the understanding of the ET that the curriculum in the “start your business” training is more explicitly targeted on starting a business as compared to the GYB training. As such, table 6 give is quite a strong indication of SIYB training having the desired effect. The exact selection process behind the trainees participating in the two types of training is at the moment unknown to the ET. The selection process of trainees needs to be considered further, as this could have an effect on the analysis.

Table 6.

Did you register/start your business after training?	Not yet, but plan to register soon	Not yet, and do not plan to register	Yes, registered, but did not start operations	Yes, registered and started operations
	Number of respondents			
Generate your business idea (GYB)	23	11	1	2
Start and improve your business (SIYB)	15	4	1	13
Both	14	1	5	14

Reasons for not starting a business

The major reason for not starting a business among respondents is that they do not have access to starting capital and that the business environment is unfriendly. This part of the survey is based on a very limited number of respondents. However, it is worth noting that even though the majority of the respondents give lack of access to capital as the reason for not starting a business, it is only a very small proportion of respondents that request easier access to capital.

Appendix 7.8 Full proposed Evaluation Matrix

It is noted that not all questions could be answered during field work

Gender Equality Qs (in yellow)

	Evaluation questions	Sub-questions	Data Source
A	Relevance and validity of design		
1	Is the project relevant to the government's strategy, policies and plans, the DWCP of Ukraine, Danish Neighbourhood Programme, UNDAF and SDGs?		U-LEAD (EU) SME and Entrepreneurship, (UNDP) Sea of Azov, progress reports, proj. doc, interviews w project staff
1a	Does the project align with national gender-related goals? <i>If yes, how?</i>		
2	To which extent the project is complementary to/ aligned to other international interventions and programmes (UNDP, USAID, GiZ)		Idem + Interviews UNWOMEN?
3	Is the project relevant to the needs of the beneficiaries?		Interviews
4	To what extent did the project design identify and integrate specific targets and indicators to capture: i. Gender equality and non-discrimination concerns? and ii. Concerns regarding people with disabilities?	Has gender equality been mainstreamed in project design? <i>To which extent does M&E framework integrate GE and non-discrimination? Were different needs of men & women considered? Gender disaggregated indicators? Did project use ILO GE, Human Rights Guidelines? Was a GE analysis done? Do M&E indicators align w ILO standards?</i>	Review of project docs and interviews ILO GE & HR Eval Guidance note 2019
5	Have the project interventions been implemented in adherence with a Human Rights Based Approach?	How has HRBA been included in the project design? <i>Does M&E framework integrate non-discrimination? Gender disaggregated indicators? Did project use ILO GE, Human Rights Guidelines?</i>	Review of project docs and interviews ILO GE & HR Eval Guidance note 2019
6	Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets?	<i>Did the project design consider a gender dimension of planned interventions?</i>	Review of project documents, Results Framework, progress reports

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	Evaluation questions	Sub-questions	Data Source
		Which activities specifically aim to promote gender equality and inclusion of people in vulnerable circumstance?	
7	Have the indicators been designed and used in a manner that they enabled reporting on progress under specific SGD targets and indicators?		Review of project documents
8	Assessment of changes in external frameworks and context	Main labour market policy changes Decision by GoU to not allow rotation of NTSEC chairmanship Nov 2019 move of Labour Market Functions from Min of Soc Policy to Min of Econ Dev & Trade – what were the consequences? Any recommended changes in project set-up (ILO, EUN) to respond to external changes?	Min of Labour, ILO, Danida, DANEP MTR Important to get overview of key policies & changes in project period
9	Development in key assumptions and risk factors	How realistic was the risk analysis and proposed mitigation measures? Which steps have been taken by project to mitigate/amend project design, propose alternatives?	Project document, Inception report, Progress reports, ILO CTA, MoL, FEU, FTU, KVPU needs assessments
B	Effectiveness		
10	Involvement of Danish social partners – support to institutional changes and Danish support to further include these, incl. within current project, budget and timeline		FEU and FTU, KVPU KVPU needs assessments
11	How well has the project performed in terms of progress against defined targets and outcomes? Are there non-achieved outputs and unlikely achievable targets?		Interviews with project staff and review of progress reports Project M&E system
12	Have planned outputs been adjusted or new ones have been included? If so, how has this improved the effectiveness of the project?		Interviews with project staff and review of progress reports
13	Are the contributions from the project timely, and do they add value to the beneficiaries and counterparts?		Interviews with project staff and review of progress reports
14	To what extent does the project contribute (or not) to the identified SDGs and related specific targets?	To what extent have the results of interventions been monitored and reported in terms of their	Interviews with project staff and review of progress reports

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	Evaluation questions	Sub-questions	Data Source
		contribution to specific SDGs and targets (explicitly or implicitly)?	
15	What have been the main contributing and challenging factors towards project's success and attaining targets?		Interviews with project staff and review of progress reports
16	Have any unintended results (positive or negative) been identified or perceived?	Mitigating efforts on negative results...	Interviews with project staff and review of progress reports Risk Monitoring/Mitigation matrix?
17	Is there uncertainty with the social partners on the consequences of the transfer of Labour Market functions to the Ministry of Economic Development and Trade?		Note overlap Q A8
18	Have women and men benefited equally from the project activities? To which extent is the project able to demonstrate specific targeting of excluded or people in vulnerable circumstance?	Have any specific efforts been made in order to reach youth? <i>To which extent does M&E framework integrate GE and non-discrimination? Were different needs of men & women considered ? Gender disaggregated indicators? Did project use ILO GE, Human Rights Guidelines? Was a GE analysis done? Do M&E indicators align w ILO standards?</i>	Interviews with project staff, stakeholders, beneficiaries, trainers; review of progress reports Note overlap with QA 4
18 a	What effects (expected/unexpected) are the interventions likely to have on power relations between women and men, and on women's empowerment?		
19	To which extent have the capacity assessments of FEU, KVPU and FEU by Danish social partners led to any enhanced capacity or performance? What specific results can be seen?	How has the enhanced capacity been monitored and reported? What is FPU/KVPU able to do independently /more efficiently now compared to start of project? Is there a specific training plan for proposed capacity building by 3F/DI ? Do the partners consider the proposed TA as relevant, timely, value added?	FEU and KVPU/FPU Capacity Needs Assessment reports Project progress reports Interviews, plans etc
20	Have strong partnerships been established with relevant stakeholders in GoU, social partners, CS and other donors?	2 b What is the degree of ownership and involvement of key GoU partners – NTSEC, Govt. Employment services ?	Project document, Inception report, Progress reports, ILO CTA,

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	Evaluation questions	Sub-questions	Data Source
		2 c How has the decentralisation process and its delays affected the stakeholders and institutions?	MoL, FEU, FPU, KVPU needs assessments
21	Have main lessons learned and good practices been identified? What are the main lessons learned under each of the three project outcomes?		
22	Are the project contributions timely? Have they in any way improved how the labour market functions?		
23	Has the project provided easy access to ILO standards and guidelines?	Which ILO guidelines are considered particularly relevant, and have these been made available in Ukrainian to the social partners and stakeholders? Were the project's political and implementing partners (ILO's constituents and others) aware of ILO's and the project's gender-related objectives? Were they sensitized and trained on gender issues and non-discrimination? An on inclusion of people in vulnerable circumstance?	Check with CTA Dzermal, Emil (ILO)
24	What mitigation measures have been applied by the project in response to the unfolding COVID 19 crisis? – Have e.g. implementation plans been adjusted, alternative interventions proposed?		
25	Unexpected positive or negative results under each Outcome		
26	Main lessons learned and good practices under each Outcome		
	Outcome 1: Labour market governance is improved through the strengthening of employment services and other labour market institutions		
27	Current Status of key indicators under outcome 1, overall progress and results achieved, including under- or overperformance		Results Framework, Progress reports, field interviews
28	What have been the challenges related to the decentralisation process, and how has this affected the involved institutions?	What is the specific role of regional tripartite councils? How does the SES in fact function in Kherson, Rivne oblasts? Which relevant services do they provide to job seekers? Skills matching ?	Progress reports, observation, SES interviews on location
29	Involvement of Danish organisations to the extent possible – which efforts have been made and how has the project /Danish social partners/UM approached the mentioned partners?		Obtain list of contacts, call 2 Job Centres (Guldborgsund, Viborg, Odense)
30	Unexpected positive or negative results under Outcome 1		

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	Evaluation questions	Sub-questions	Data Source
31	Main lessons learned and good practices under outcome 1		
32	Interventions/methods in support of sustainable institutional changes and involvement of Danish partners	This is a complex Q. Touches on impact,	
	Outcome 2: Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector		
33	Current Status of key indicators under outcome 2, overall progress and results achieved, including under- or overperformance		Results Framework, Progress reports, field interviews
34	Level of pre- and post-training support to participants – what is the success rate ?	What documentation exists on participants becoming self-employed or employed? What skills are imparted ?	Progress reports, observation, TVET centre interviews on location Curriculum review, interviews w trainees
36	Which particularly vulnerable or marginalised groups have been targeted by the SIYB and entrepreneurship training, or through the SES?		Note overlap Q A4
37	Has funding been provided or is going to be provided (hard commitments) for necessary investments (equipment, training materials) by GoU at TVET centres ? By the ILO? From other sources?	What are the implications for relevance of Outcome 2 outputs if no funds available for equipment & materials?	Results Framework, Progress reports, field interviews w TVET centres, SES
38	Which gaps exist in technical cluster cooperation, pre and post finance for recipients	Note it needs to be clarified if this is to TVET centres or to trainees Advise / recommendations for improvement	
	Outcome 3: Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced		
39	Current Status of key indicators under outcome 3, overall progress and results achieved, including under- or overperformance		Results Framework, Progress reports, field interviews
40	DI, 3F (FH) capacity building support to sister organisations in UA: are the links clear and overlaps avoided with Danida funded interventions through the LMC?	What are the complementarities and value added of LMC to the project, if any? How have lessons learned from previous DK engagements in UA by DK social partners been shared and utilised by project?	Review LMC MTR report, interviews 3F, DI, FH
41	Assess “gentleman agreement ILO-DANIDA to engage and involve Danish organisations to the extent possible	Which efforts have been made and how has the project /Danish social partners/UM approached the mentioned partners? What do DK partners think of their involvement and approach by ILO?	Interviews DK partners, ILO, review of progress reports

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	Evaluation questions	Sub-questions	Data Source
42	Assess possibilities of further improvements/adjustments of DK social partners, considering ILO /Danida guidelines	Which possibilities for ILO to utilise and engage DK social partners even more? What is their value added?	Interviews DK partners, ILO, review of progress reports
C	Efficiency and management arrangements		
43	How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?	<i>Have the project funds been utilised in a cost-efficient manner? (i.e. unit costs, overhead by ILO, costs of management and ILO Turin training etc)</i>	
44	To what extent are the disbursements and project expenditures in line with expected budgetary plans?	If relevant: What are the reasons behind deviation in project expenditure?	
45	Have the technical and financial resource available been adequate to fulfil the project plans?	If not, what other kind of resources may have been required?	
46	How has the management and governance arrangements of the project contributed to the project implementation?		
46 a	Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?		
47	Assess the functions and effectiveness of the management of obligations, including its set-up as well as monitoring and progress reporting responsibilities and make recommendations for improvements	Reviews of M&E Structure, including challenges, risks and decisions made.	Proj Doc, Internal progress reports, Inception report, Interviews ILO CTA, social partners, Danish partners
48	Has the project created good relationship and cooperation with relevant national and local level government authorities and other relevant stakeholders, including the implementation partners, and particularly the Local Employment Partnerships (LEPs), to achieve the project results?		Overlap with QA20
49	Has the project received adequate technical and administrative support from the ILO DWT/CO-Budapest, ILO HQ and partners?	Was technical backstopping sought and received from ILO gender specialists when needed?	
50	Assess /recommend changes to assumptions & risks, including scenarios		
D	Sustainability		
51	To which extent are the 3 Outcomes sustainable? (replicability, continuation by partners). Are the results and benefits likely to be durable?		

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	Evaluation questions	Sub-questions	Data Source
52	Are the national and regional partners able to continue specific project interventions/activities and sustain results after the end of the project? (capacity of people and institutions, systems, policies and approaches developed)	Are specific elements, systems, results replicable, can they be continued by partners?	
53	To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDGs, DANEP /EUN and relevant targets (explicitly or implicitly)?		
54	What more should be done to improve sustainability? What is needed to leave sustainable results in the particular thematic areas addressed by the project?	What do project partners consider the project should work on to deliver sustainable specific results?	
55	Identify and discuss gaps in the sustainability strategy.	How can these gaps be addressed by the stakeholders?	Request and Review sust strategy and or/exit strategy, as well as risk assessment (DED, progress reports)
56	Assess and make recommendations (improvements and adjustments) for outline of possible new phase		
E	Impact		
57	What is the project's tangible impact on target groups, systems, institutions?	Which outputs have benefitted women as well as men ? What can be said about the effects of these outputs on men and women?	
58	At outcome indicator level, what are the documented sustainable changes in engagement in social dialogue by project partners, functioning of NTSEC, improved skills by entrepreneurs/trainees?	Any noticeable/documentated increase in number of small business started as result of SIYB?	
59	Which sustainable changes are noted /documented in engagement of social partners in UA, and Danish partners in the project?		
60	To which extent has the project been able to contribute to reforming the tripartite system?	Have any changes been made in tripartite dialogue set-up, any regulations, or different positions of the main social partners since start of project?	

Appendix 7.9 Proposed revised Results Framework, ILMJC

Appendix A: Revised Objective and Results Framework (updated October 2021 – proposed by MTE in agreement with ILMJC)

Project title		Inclusive labour markets for job creation	
Project objective		Improved employment opportunities for young people, women, and other individuals at risk of labour market exclusion in the target areas.	
Impact Indicator		Positive labour market outcomes (wage- and self-employment, earnings, or activation) for young beneficiaries in target areas compared to adults, disaggregated by gender Youth employment indicators on labour market inclusiveness as given by the School-to-Work Transition Survey: NEETs ⁶⁸ , skills mismatch of young people, activation of young women; in target areas compared to the national level ⁶⁹ .	
Baseline	Year	2017	<ul style="list-style-type: none"> • 1,537 million NEET youth at age 15-29. • National youth unemployment rate: 22 %. • 0 local employment partnerships.
Target	Year	2024	<ul style="list-style-type: none"> • Number of NEET youth at age 15-29 reduced by 10%. • National youth unemployment rate reduced by 2%. • Ukrainian stakeholders⁷⁰ are able to facilitate 10 local employment partnership.

OUTCOME 1		Labour market governance is improved through the strengthening of employment services and other labour market institutions.	
Outcome indicator		<p>(6) Reform plan for the modernization of the state employment services has been consulted with the social partners and Ukrainian authorities including a monitoring and evaluation framework.</p> <p>(7) Job Search Assistance: Percentage of unemployed having received job search assistance from SES⁷¹ including long-term unemployed, women, IDPs, and youth.</p> <p>(8) Search Spells: Time elapsed between first period of active search and moment of labour market entry.</p> <p>(9) Number of employers sourcing services from SES offices.</p> <p>(10) Number of labour market institutions supported.</p>	
Baseline	2017	2017	<p>Ad (1) ILO did a comprehensive functional assessment of the SES which identifies areas for reform and intervention. No improvement/reform plan existing nor adopted.</p> <p>Ad (2) 30% of unemployed having received job search assistance from SES.</p> <p>Ad (3) Baseline values, for the areas of interventions, will be prepared during the territorial diagnostic audits⁷².</p>

⁶⁸ NEET – Neither in education, employment or training.

⁶⁹ The measurement of these indicators implies that a School-to-Work Transition Survey will be run during the last year of the programme (2024) and that the sampling will allow to achieve statistical significance in the target areas. The cost of this kind of survey is on average around 100,000 USD. This is partially covered by the DE programme (local research institute to be contracted) and partially by the ILO (model questionnaire and expertise).

⁷⁰ State employment service, Ministry of education and science, and the Ministry of development of economy, trade and agriculture.

⁷¹ SES – State Employment Service.

⁷² Territorial diagnostic audit identifies major peculiarities of targeted area in terms of labour market, stakeholders, geographical data, main economic activities and economic sectors with best potentials for job creation.

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			Ad (4) Baseline values for the areas covered by the intervention are: 3,949 for Rivne region and 2,599 for Kherson region; Sumy region: 5,361 and Zaporizhia 7,421. Ad (5) 0.
Target	2024	2024	Ad (1) reform plan adopted. Ad (2) 50% of SES offices covered by the intervention /of unemployed having received job search assistance from SES. Ad (3) Search Spells reduced by 20% for SES offices covered by the intervention. Ad (4) Number of employers seeking SES services increases by 25% for SES offices covered by the intervention. Ad (5) Number of labour market institutions implementing the acquired knowledge.

Output 1.1		A range of modernized services and delivery models are offered at SES offices in order to better serve the needs of their clients	
Output indicators (to be achieved by 2024)		<ul style="list-style-type: none"> At least 200 SES staff trained and advised. At least 7 services either improved or introduced to the SES at national and local level. A system of key performance indicators introduced to the SES. At least 3 studies conducted concerning the cost effectiveness of active labour market policies. 	
Baseline	Year	2017	0
Annual target	Year 1	2018	<ul style="list-style-type: none"> Three trainings conducted. Two new services/measures designed, focusing on youth and women. A system of key performance indicators for the public authority agreed. Concept note for a tracer study or impact assessment of one selected active labour market policy available.
Annual target	Year 2	2019	<ul style="list-style-type: none"> Three trainings conducted. Three new services/measures piloted in the target areas. A system of key performance indicators introduced. One tracer study or impact assessment commissioned.
Annual target	Year 3	2020	<ul style="list-style-type: none"> Two new services/measures piloted in the target areas. One additional tracer study or impact assessment commissioned.
Annual target	Year 4	2021	<ul style="list-style-type: none"> Labour market Information System established in Ukraine. TA provided in aligning the labour and employment related legislation with the international labour standards.
Annual Target	Year 5	2022	<ul style="list-style-type: none"> Ukraine supported with the design of the new IT SES system. TA provided in aligning the labour and employment related legislation with the international labour standards.
Annual Target	Year 6	2023	<ul style="list-style-type: none"> At least two services of SES are mainstreamed at national level. Ukrainian Government mobilizes additional resources for mainstreaming these services. TA provided in aligning the labour and employment related legislation with the international labour standards.
Annual Target	Year 7	2024	<ul style="list-style-type: none"> Three policy briefs document results and cost benefit of new services.
Output 1.2		Local employment partnerships (LEPs) are signed and implemented.	

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Output indicator (to be achieved by 2024)			<ul style="list-style-type: none"> At least 3 LEPs facilitated by the SES offices or other LEP stakeholders⁷³. At least 500 beneficiaries reached by SES through the employment partnerships (at least 50% women, at least 40% youth) At least 100 new business supported through LEPs
Baseline	Year	2017	0 (concept not used in Ukraine)
Annual target	Year 1	2018	<ul style="list-style-type: none"> Two pilot regions selected according to criteria agreed with partners. Two local territorial diagnostics conducted with the aim of identifying sectors with high job creation potential and the service lines to be established. Two training seminars conducted for local partners of LEPs.
Annual target	Year 2	2019	<ul style="list-style-type: none"> Two local employment pacts signed. 30% of co-financing or in-kind contributions obtained through partnerships with ongoing local development programs.
Annual target	Year 3	2020	<ul style="list-style-type: none"> Two additional pilot regions selected. Two additional local territorial diagnostics conducted with the aim of identifying sectors with high job creation potential and the service lines to be established. Two additional training seminars conducted for local partners of LEPs
Annual target	Year 4	2021	<ul style="list-style-type: none"> Two additional local employment pacts signed, and two additional LEPs supported with TA in managing and facilitating effective partnerships (team work, information sharing, joint decision-making, conflict resolution, communication, facilitation). 30% of co-financing or in-kind contributions obtained through partnerships with ongoing local development programs.
Annual Target	Year 5	2022	Two additional LEPs supported with TA in institutional building (governance, type of organization, legal status, management, financing, sustainability).
Annual Target	Year 6	2023	SES and other stakeholders have facilitated another three additional LEPs.
Annual Target	Year 7	2024	LEPs are embedded into Ministry of Economy's programs as one of the tools. for decentralization of employment policies.

OUTCOME 2		Skills development for new labour market entrants is better aligned with demand for skills with particular emphasis on the private sector.
Outcome indicator		<p>(4) Reduced skills mismatch: Share of young people and graduates whose educational attainment is higher or lower than the level required in their jobs.</p> <p>(5) Reduced skills gap: Percentage of firms identifying an inadequately educated workforce as a major constraint.</p> <p>(6) Increased entrepreneurial intentions: Number of participants in entrepreneurship training courses that intent to open their own business.</p>
Baseline	2017	Ad 1) 37% (based on ILO school to work transition survey Ukraine 2015). Ad 2) the baseline will be determined for 2+2 regions during the territorial diagnostics and related survey. Ad 3) 0
Target	2024	Ad 1) Skills mismatch is reduced by 20% in two pilot sectors or regions. Ad 2) Skills gap is reduced by 15% fewer firms pointing to the inadequately educated workforce as a major constraint.

⁷³ Typical LEP stakeholders are: municipality, local public employment office, employers, education providers and civil society organizations.

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		Ad 3) Approximately 25% or around 1,125 youth and women ⁷⁴ .	
Output 2.1		Entrepreneurship training as a complementary offer of TVET and SES is introduced.	
Output indicator (to be achieved by 2024)		(4) At least 7 master trainers/teachers and local trainers/teachers trained in using the ILO's entrepreneurship development packages SIYB. (5) At least 4,500 TVET graduates and SES clients that have taken an entrepreneurship development course. (6) 100 new business supported (3) At least 1,200 new jobs created by SIYB graduates	
Baseline	Year	2017	0, No offer existing.
Annual target	Year	2018	<ul style="list-style-type: none"> Roll-out strategy (including selection of SIYB packages and development of training materials) is finalized. A concept for a tracer study or an impact assessment has been finalized.
Annual target	Year	2019	<ul style="list-style-type: none"> 52 local trainers (40% women) trained on GYB/SYB.⁷⁵ 1000 beneficiaries take entrepreneurship training course. Certification of 31 local trainers on SIYB.
Annual target	Year	2020	<ul style="list-style-type: none"> 36 local trainers/teachers (40% women) are trained and certified in newly selected regions and central level. 750 beneficiaries take entrepreneurship training course.
Annual target	Year	2021	<ul style="list-style-type: none"> Additional 23 local trainers trained on GYB/SYB. 1000 beneficiaries take entrepreneurship training course. Conduct a programme management training for VETs, SES, and NGOs and BDS to be able to facilitate future SIYB training.
Annual Target	Year	2022	<ul style="list-style-type: none"> At least two other regions also offer entrepreneurship training. 1000 beneficiaries take entrepreneurship training course.
Annual Target	Year	2023	<ul style="list-style-type: none"> 7 master trainers/teachers are trained and certified (40% women). 750 beneficiaries take entrepreneurship training course.
Annual Target	Year	2024	<ul style="list-style-type: none"> One policy brief documenting results of tracer study/impact assessment, including businesses started by SIYB graduates and number of jobs they have created

Output 2.2			<ul style="list-style-type: none"> Quality of TVET has been improved in three curricula selected based on local value chain assessments (see also output 1.2).
Output indicator (to be achieved by 2024)			<ul style="list-style-type: none"> Three curricula modernized in consultation with relevant public authorities and social partners. Teachers trained (70 % of teachers in the schools that administered these curricula in the target regions are reached).
Baseline	Year	2017	0
Annual target	Year	2018	<ul style="list-style-type: none"> Select three curricula to be modernized based on local value chain assessments (see also output 1.2). Select two TVET schools for improvement of technical teaching capacities.
Annual target	Year	2019	<ul style="list-style-type: none"> Local constituents have the skills to develop and adapt the selected curricula. Needs-oriented and revised curricula are available and approved.

⁷⁴ Based on extrapolations from the School-to-Work Transition Survey and the Global SIYB Tracer Study of the ILO. ILMJC Impact study and MTE SIYB survey 2020

⁷⁵ GYB/SYB stands for Generate Your Business/Start Your Business.

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			<ul style="list-style-type: none"> • Career guidance training at the national level including 2 LEP regions. • Technical teaching capacities of two TVET schools in Kherson and Rivne improved.
Annual target	Year 3	2020	<ul style="list-style-type: none"> • Three new curricula are implemented in selected colleges. • Two TVET schools selected for improvement of technical teaching capacities in two additionally selected regions.
Annual target	Year 4	2021	<ul style="list-style-type: none"> • Three new curricula are implemented in selected colleges.
Annual Target	Year 5	2022	<ul style="list-style-type: none"> • One policy brief document result. • Technical teaching capacities of two TVET schools in 2 new regions improved. • Scaling up: Additional colleges in other regions introduce modernized curricula.
Annual Target	Year 6	2023	<ul style="list-style-type: none"> • Scaling up: Additional colleges in other regions introduce modernized curricula.
Annual Target	Year 7	2024	<ul style="list-style-type: none"> • One policy brief document.

OUTCOME 3		Tripartite social dialogue and collective bargaining as means to create more and better jobs, especially for youth, are enhanced.	
Outcome indicator		<p>(4) Number of policies and programs promoting inclusive labour markets development adopted by government including recommendations of tripartite social dialogue bodies, including youth specific initiatives.</p> <p>(5) Number of collective bargaining agreements signed in pilot sectors or regions.</p> <p>(6) Increase of membership of employers' and workers' organizations.</p>	
Baseline	Year	2017	<p>Ad 1) 0</p> <p>Ad 2) 19 collective bargaining (CB) agreements: 1 metallurgy (total 7), 7 in construction, 5 in transport, 6 in agriculture, 0 in services (globally incl. the non-productive sector 35 CBs).</p> <p>Ad 3) baseline information:</p> <ul style="list-style-type: none"> - Federation of Employers of Ukraine: membership income: 12 million UAH; 107 sectoral and territorial organizations. - Federation of Trade Unions of Ukraine: income info not available; 45 sectoral TUs.⁷⁶ - Confederation of Trade Unions of Ukraine: income info not available; 10 sectoral TUs.⁷⁷
Target	Year	2024	<p>Ad 1) 6 new policies or programs have been initiated on the basis of recommendations of tripartite social dialogue bodies or the social partners, including on improved wage and income policies on reducing wage arrears, setting minimum wages, reducing the gender pay gap (GPG), and reducing undeclared and under-declared work, and measures targeting youth employment in particular</p> <p>Ad 2) 2 collective bargaining agreements signed or renegotiated in economic activities within 5 identified pilot sectors. (metallurgy, construction, transport, agriculture and services).</p> <p>Ad 3) Membership base increases.</p>

⁷⁶ 5.9 million persons as members (ca. 5% decrease over 3 years – was 6.2 million). Out of 5.9 million members: 3.8 million persons (65%) pay contributions. 2.1 million – pensioners and students.

⁷⁷ 170,851 persons as members.

Output 3.1 ⁷⁸	Policy makers ⁷⁹ are capacitated to devise, through tripartite social dialogue, evidence-based draft laws/regulations, in line with ILS ⁸⁰ and European Union's directives in the sphere of labour and employment.		
Output indicator (to be achieved by 2024)	<p>(4) At least 150 staff and experts trained and number of participants that evaluate the training as useful.</p> <p>(5) At least 50% of the ILO's recommendations (from project) taken onboard by the policy makers.</p> <p>(6) Monitoring system established to follow up on the councils' recommendations.</p>		
Baseline	Year	2017	0
Annual target	Year 1	2018	<ul style="list-style-type: none"> At least 10 recommendations on inclusive labour market policies presented. 50 staff and experts at national and regional level trained on social dialogue, international labour standards and undeclared work. An action plan formulated to enhance the effectiveness of tripartite social dialogue.
Annual target	Year 2	2019	<ul style="list-style-type: none"> 10 NTSEC⁸¹ and 24 RTSEC⁸² Secretariat staff trained on information, communication, and awareness rising. 5 policy makers supported in implementing the Action plan for modernizing national, regional and territorial social dialogue. Technical paper and policy recommendations on modernization of national, regional and territorial the social dialogue elaborated and validated by national stakeholders. 5 policy makers (involving at least 40 individuals) trained on social dialogue and international labour standards.
Annual target	Year 3	2020	<ul style="list-style-type: none"> Additional 50 staff and experts trained on additional three subject matters⁸³ related to the project (determined in 2019). 5 policy makers further supported in implementation of the social dialogue Action plan.
Annual target	Year 4	2021	<ul style="list-style-type: none"> 5 policy makers further supported in implementation of the social dialogue Action plan. 5 NTSEC and 24 RTSEC Secretariat staff trained on information, communication, and awareness raising. A Result frame to monitor and assess NTSEC performance drafted and endorsed by the NTSEC. Two thematic WGs supported with analyses and technical notes on the establishment of the Guarantee Fund for workers' claims and collective bargaining.
Annual Target	Year 5	2022	<ul style="list-style-type: none"> 5 policy makers further supported in implementation of the social dialogue action plan. 5 Thematic WGs supported with analyses and technical notes on specific subject matters.

⁷⁸ This output has been adjusted to the reality of what ILO can currently influence and deliver. Namely, the work of the National Tripartite Economic and Social Council has been blocked for some time (due to the chairperson, coming from different stakeholders, rotation issue. In addition, the new NTSEC head has not been appointed by the President of Ukraine. The NTSEC head is appointed through a President's decree) and the focus now is on analysing and improving the social dialogue in Ukraine. In addition, the focus is also now on improving the collective bargaining skills of employers' and workers' organizations in 5 pilot sectors rather than into formally entering new collective bargaining negotiations. This is also out of the ILO's influence.

⁷⁹ Includes relevant line ministries, governmental agencies, parliamentary committees, Tripartite Economic and Social Councils at national and regional levels, social partners.

⁸⁰ ILS - International Labour Standards.

⁸¹ NTSEC – National Tripartite and Social and Economic Council.

⁸² RTSEC - Regional Tripartite and Social and Economic Council.

⁸³ Maternity protection, modernization of social dialogue, conflict resolution and mediation.

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			<ul style="list-style-type: none"> TA provided in aligning the social dialogue related legislation with the international labour standards.
Annual Target	Year 6	2023	<ul style="list-style-type: none"> 5 policy makers further supported in implementation of the social dialogue Action plan. A monitoring system (IT solution) established to follow up on councils' recommendations. TA provided in aligning the social dialogue related legislation with the international labour standards.
Annual Target	Year 7	2024	<ul style="list-style-type: none"> Impact assessment study of adopted ILO's recommendations on improving the social dialogue carried out.
Output 3.2			
Output 3.2		Collective bargaining has been revived including amicable settlement of collective labour disputes.	
Output indicator (to be achieved by 2024)		<p>(4) At least 50 stakeholders trained on collective bargaining and number of participants that evaluate the training as useful.</p> <p>(5) At least 50% of the ILO's recommendations on improving the collective bargaining and amicable settlement of collective labour disputes institutions and processes taken onboard by the policy makers.</p> <p>(6) Number of stakeholders trained on labour disputes resolution and Number of participants that evaluate the training useful.</p>	
Baseline	Year	2017	0
Annual target	Year 1	2018	<ul style="list-style-type: none"> 5 sectors selected to be supported.
Annual target	Year 2	2019	<ul style="list-style-type: none"> 50 stakeholders trained from the 5 selected sectors. 15 members of the NSMC⁸⁴ trained (ToT) on resolution of labour disputes.
Annual target	Year 3	2020	<ul style="list-style-type: none"> 10 NSMC (ToT) certified in advanced competences on resolution of labour disputes. 70 members of the NSMC trained on "Labour disputes resolution system – current state and potential for modernization". 50 stakeholders from the 5 selected sectors trained on skills for effective collective bargaining. Comparative Study on use of economic and labour market indicators in collective bargaining. Set of recommendations prepared for the new draft law on collective bargaining.
Annual target	Year 4	2021	<ul style="list-style-type: none"> 50 stakeholders from the 5 selected sectors further trained and supported (including through coaching and mentoring) during collective bargaining processes. 50 members of regional NCMS trained on resolution of labour disputes.
Annual Target	Year 5	2022	<ul style="list-style-type: none"> 50 stakeholders from the 5 selected sectors further trained and supported (including through coaching and mentoring) during collective bargaining processes. TA provided in aligning the collective bargaining related legislation with the international labour standards.
Annual Target	Year 6	2023	<ul style="list-style-type: none"> 50 stakeholders from the 5 selected sectors further trained and supported (including through coaching and mentoring) during collective bargaining processes.

⁸⁴ NSMC – National Service for Mediation of (labour and employment related) Conflicts.

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			<ul style="list-style-type: none"> TA provided in aligning the collective bargaining related legislation with the international labour standards.
Annual Target	Year 7	2024	<ul style="list-style-type: none"> Impact assessment study on collective bargaining skills acquired through ILO trainings produced.
Output 3.3		Demand-driven services for members of employers' and workers' organizations are introduced.	
Output indicator (to be achieved by 2024)		(1) At least 3 new services introduced for members, or number of existing services improved. (2) Number of users of services.	
Baseline	Year	2017	<p>Services to members:</p> <ul style="list-style-type: none"> - Legal aid. - Counselling services (particular problem-solving assistance). - Information sharing. <p>Membership:</p> <ul style="list-style-type: none"> - Federation of Employers of Ukraine: 107 sectoral and territorial organizations. - Federation of Trade Unions of Ukraine: 45 sectoral TUs.⁸⁵ - Confederation of Trade Unions of Ukraine: 10 sectoral TUs.⁸⁶
Annual target	Year 1	2018	<ul style="list-style-type: none"> Needs assessment for new services of the employers' and workers' organizations performed. At least 2 services introduced or improved, based on assessments of members' needs.
Annual target	Year 2	2019	<ul style="list-style-type: none"> At least 5 local trainers from social partners organizations trained on new services. Number of users of services increases by 5% (comparing to the 2017 baseline value).
Annual target	Year 3	2020	<ul style="list-style-type: none"> At least 4 local social partners trained on new services. At least 10 feedbacks from the members. Number of users of services increases by 10% comparing to the 2017 baseline value. At least one social partner's roll out of new or improved services supported.
Annual target	Year 4	2021	<ul style="list-style-type: none"> Number of users of services remains at the same level as in 2020. At least 1 information and awareness raising campaigns conducted by the trained social partners. At least 1 recommendation made by the trained social partners on labour and employment related issues. At least one social partner's roll out of new or improved services supported.
Annual Target	Year 5	2022	<ul style="list-style-type: none"> Number of users of services remains at the same level as in 2021. At least 1 information and awareness raising campaign conducted by the trained social partners. At least 1 recommendation made by the trained social partners on labour and employment related issues. At least one social partner's roll out of new or improved services supported.

⁸⁵ 5.9 million persons as members (ca. 5% decrease over 3 years – was 6.2 million). Out of 5.9 million members: 3.8 million persons (65%) pay contributions. 2.1 million – pensioners and students.

⁸⁶ 170,851 persons as members.

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			<ul style="list-style-type: none"> • Impact assessment study of newly introduced or improved services produced
Annual Target	Year 6	2023	<ul style="list-style-type: none"> • Number of users of services remains at the same level as in 2022. • At least 1 recommendation made by the trained social partners on labour and employment related issues. • At least one social partner's roll out of new or improved services supported.
Annual Target	Year 7	2024	<ul style="list-style-type: none"> • Follow-up assessment study of introduced or improved services produced (as relevant)

Appendix 7.10 MTE Debriefing Presentation

Submitted as separate Power Point document

Appendix 7.11 MTE Field mission Schedule

MTE of Inclusive Labour Markets for Job Creation UA – Draft work plan/Interview schedule Sept 2020 – September 2021 v9

Date	Time	Meetings	Cons.	Venue	Status/comments
29		Lotte Mindedal DANEP, Dzemaal Hodzic ILO	FR	Zoom	Held
30		Jesper Nielsen, HoD, 3F _-United Federation of Danish Workers Jonas Devantier, International Programme coordinator, 3F	FR	Zoom	Held
30		Peter Helk, Association of Danish Industries, DI	FR	Zoom	Held
09		Lotte Mindedal DANEP, Dzemaal Hodzic ILO	FR	Zoom	Held
21		Federation of Trade Unions of Ukraine (FPU) - Roman Kravchyk, FPU International department	OK	Zoom	Held
21		Ministry for development of economy, trade and agriculture of Ukraine Olexandr Savenko, Director General of the Directorate of labour market development and employment Olga Pylypchuk, Head of the working group on labour migration of the Directorate of labour market development and employment	OK	Zoom	Held
21		State Employment Service (SES) Liubov Bershadaska, Head of the Department of the social services provision Inna Bondini, head of the division of public services, Department of the social services provision	OK	Zoom	Held
23		Federation of Employers of Ukraine (FEU) Oleksandr Yavorsky, Director of the Department of business competitiveness	OK	Zoom	Held
23		Confederation of Independent Trade Unions of Ukraine (KVPU) Nataliia Levytska, Deputy Head Olesia Briazgunova, International Secretary	OK	Zoom	Held
30		Federation of Trade Unions of Ukraine (FPU) Oleksandr Shubin, Deputy President	OK	Zoom	Held
10-31		Review Available documentation, planning, prepare field guides etc. Coordination & communication	FR, OK		
31	12:30	Lotte Mindedal DANEP, MTE Team	FR, OK	Zoom	Held
Sept		Drafting Inception report	FR, OK		
4	10:00	Briefing with project team	FR, OK	Zoom	Held
10	15:00	Briefing with T.Minenko on Kherson LEP	OK	Phone	Held

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Date	Time	Meetings	Cons.	Venue	Status/comments
16	16:00	Julia Drumea, Cristina Mihes, Magnus Berge, ILO Budapest	FR, OK	Zoom	Held
18	12:30	Allessandra Molz, ILO Budapest	FR, OK	Zoom	Held
21	15:00	Daniela Zampini, ILO Budapest	FR, OK	Zoom	Held
21	11:00	Briefing with T.Minenko on SIYB	OK	Phone	Held
14 Sept – 19 Oct		Limited survey to SIYB trainees			
06 Oct		Markus Pilgrim, Director, ILO Budapest	FR, OK	ZOOM	HELD
14-27 Sept		Drafting questionnaire, translation into Ukrainian, testing			
Sept 29- 09 Oct		Survey rolled out			
12-23 Oct		Analyse results			
21 Aug		Submission of final revised Inception Report to ILO, DANEP, after comments from ILO/DANEP	OK, FR		
13-17 Sept		preparation for field work, document review	OK, FR		
14 Sept	11:AM	Follow up Interview w Danish Social partners DI on progress of support since 2020	OK, FR		OK
15 Sept		Interviews w Danish Social partners 3F on progress of support since 2020	OK, FR		OK
19		Arrival Frank Runchel Kyiv (KBP) 16:20 on LX 2290	FR		

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Date	Time	Meetings	Cons.	Venue	Status/comments
Mon 20	09:30	Meeting at the City Hotel	FR; VM VC	City Hotel <i>56A Bogdana Khmelnytskogo str.</i>	Vibeke and Frank travel to the ILO office by Project car
20	10:00 – 12:00	Start-up meeting: Achievements, M&E etc - Lotte Mindedal DANEP, Dzemaal Hodzic ILO + team + MTE team	OK, FR; VM	ILO Office <i>Esplanadna 20, office 210</i>	Contact 0673387090, Kateryna Haiduk 067 445 6404, Vakhtanh Chachiia
20	14:00 – 16:00	Meeting core ILO constituents – present core issues, expectations and challenges	OK, FR; VM	ZOOM	From ILO office
20	16:30 – 18:00	LEP Rivne Vasyl Kashevskiy – Head of the Volynskiy resource centre Ihor Volianyk, project manager	OK, FR, VM	ZOOM	From ILO office
Tue 21	09:30 – 11:30	Follow up meeting SES Yuliia Zhovtiak, SES Director Liubov Bershadska, Director of the Department for Employment Policy Implementation	OK, FR, VM GM/DH	SES office <i>Esplanadna 8/10, office 1907</i>	Contact: 066 985 10 73, Yaroslava Zhurba
21	13:00 – 14:30	Meeting with the Embassy / Olena Prokopenko and Inge Durant to set ILO in perspective with the donor picture (bilateral and UN)	OK, FR, VM	Opera hotel, <i>53 Bohdana Khmelnytskogo St.</i>	
21	tbc	UN Women	VM	UN Women office <i>Esplanadna 20, office 210</i>	TBC
21	16:00 – 17:30	EU ILO Project “Towards safe, healthy and declared work in UA” Antonio Robalo Santos, Project manager	OK, FR, VM	City Hotel <i>56A Bogdana Khmelnytskogo str</i>	Contact: 098 184 97 77, Antonio Santos
Wedn 22	10:00 – 12:00	Follow up meeting KVPU Nataliya Levytska, Deputy Head Petro Tulei, Deputy Head Olesia Briazgunova, International Secretary	OK, FR, VM	KVPU office <i>38b Saksaganskogo str.</i>	Contact: 067 917 07 79, Olesia Briazgunova

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Date	Time	Meetings	Cons.	Venue	Status/comments
22	12:30 – 14:00	National Service on Mediation and Conciliation Oleksandr Okis, Head Olexandr Akimov, Deputy Head Nadiya Zarko, Advisor to the Head	OK, FR, VM	NSMC office <i>½-A Baseina str., 4th floor</i>	Contact: 050 968 87 07, Olena Skuratovska
22	15:30 – 17:00	Follow up meeting FEU Olexandr Yavorskyi, Director of Business Competitiveness Department Nataliia Gostieva, Head of the Department for entrepreneurship activity deregulation	OK, FR, VM	FEU office <i>1 Kotsyubynskogo str.</i>	Contact: 050 382 78 15, Olexandr Yavorskyi
Thurs 23	10:00 – 12:00	Follow up meeting FPU Olexandr Shubin, Deputy Head Roman Kravchuk, Deputy Head of the International Department Trained TU activists	OK, FR, VM	FPU office <i>Maidan Nezalezhnosti 2</i>	Contact: 050 916 64 76, Roman Kravchuk
23	12:30 – 14:30	NTSEC Nataliya Neniuchenko, NTSEC Secretary Vera Bodrova, head of the information and analytical department	OK, FR, VM TM	NTSEC office <i>26 Lesi Ukrainky boulevard</i>	Contact: 067 580 71 31, Liudmyla Volodymyrivna
23	16:00 – 18:00	Babiy Oleksandr (SMEDO; ToT SIYB; UNDP-ILO Project)	OK, FR, VM	ILO Office <i>Esplanadna office 20, 210</i>	Contact 067 338 70 90, Kateryna Haiduk 067 445 6404, Vakhtanh Chachiia
Fr 24	10:00 – 12:00	Follow up meeting MoE Svitlana Gluschenko, Deputy Ministry Oleksandr Savenko, Director of Directorate Igor Terechenko, expert Oksana Gerasymova, expert	GM/DH/LM	Ministry office <i>12/2 Grushevskogo str.</i>	Contact: 050 923 32 08, Oksana Gerasymova
24	12:30 – 14:30	Meeting with Sergiy Savchuk, ILO National Coordinator for Ukraine	OK/FR	NC office <i>Esplanadna office 8/10, 1908</i>	Contact: 097 954 15 39, Maryna Kukailo

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Date	Time	Meetings	Cons.	Venue	Status/comments
24	16:00-17:00	Meeting with EU U-LEAD programme Rasmus Jeppesen, Senior Policy Advisor, Planning, Monitoring and Communications Directorate Unit (rasmus.jeppesen@giz.de) Helge Arends, Team Leader for Planning, Monitoring and Communications	OK/FR/ LM	EU-U_LEAD office 20 Velyka Zhytomyrska str., 4th floor	TBC 067 345 43 53 (GIZ)
Sat 25		MTE team working in hotel/home	OK/FR		
Sun 26	19:38	MTE team working in hotel/home Depart for Kherson by train	LM/ TM/OK/FR		
Mon 27	10-18	Full day visit to Kherson city (a separate Agenda)	LM/ TM/OK/FR		Driver in Kerson: 095 577 48 33, Andrei
Tue 28	10 - 17	Visit to Kherson (a separate Agenda) Depart for Kyiv by train - 19:40 Confirmed	LM/ TM/OK/FR		
Wedn 29	11:00 – 13:00	NGO GURT (on SIYB ToE experience/training) Bogdan Maslych, director Alla Zhuravel, project manager	OK/FR	ILO Office Esplanadna 20, office 210	Contact 067 338 70 90, Kateryna Haiduk 067 445 64 04, Vakhtanh Chachiia
29	14:00 – 16:00	Status meeting with Sergiy Savchuk, Emil Krstanovski, Dzemaal Hodzic ILO + team – and possibly ILO Budapest Confirmed	OK/FR	ILO Office Esplanadna 20, office 210 Vibeke and Tetyana by Zoom	Contact 067 338 70 90, Kateryna Haiduk 067 445 64 04, Vakhtanh Chachiia
29	PM	Prepare debriefing note	OK, FR		
Thursd 30		Prepare debriefing note	OK, FR		TBC
Frid. 01	9-11	Debriefing w constituents, ILO, Embassy, Stakeholders + ILO Budapest Emil Krstanovski +NG +VRC	All		TBC
Wedn. 06	12	Departure Frank			
23		Submission of Draft MTR Report 1 November 2021			
27		Comments by MFA, ILO to MTR Report			
4		Submission of final MTR Report 29 November 2021			

MTE Team FR: Frank Runchel OK: Olha Krasovska

Danida/ILO LM: Lotte Mindedal; VM: Vibeke Mortensen

ILO Team: SS: Sergiy Savchuk; DH: Dzermal Hodzic. TM: Tetiana Minenko, KH: Katerina Haiduk, GM: George Morozov

Kherson mission of the ILO project “Inclusive Labour Markets for Job Creation in Ukraine “

Preliminary mission agenda

Date	Time	Meetings	Participants	Address and Contacts
September 26	Departure from Kyiv train #102 19:38			
September 27	Arrival to Kherson at 07:55 Transfer to hotel Optima 10:30 - 11:00 11:00 - 13:00	Meeting with Kherson State Employment Service Meeting with Kherson LEP Board ⁸⁷ members	Yevgeniy Yerashov , Head of the Kherson State Employment Center SES role in LEP implementation: lessons learnt and key take awys	Contact: Natalya Portugalska, Deputy Head of the Kherson SES Center 0502842450 Address vul Stritenska 7a
	14:30 –15:30 15:30 -16:30	Visit to Gastro Laboratory of the Kherson Higher TVET school	Students who had internship in restaurants Director of Kherson Higher TVET School Eugenia Pavlivna Olimska, Oleksii Aleksandrov, members of Working group to develop a professional standard Cook	Admiral Senyavin prospect, 26, Kherson

⁸⁷ LEP Board members are SES(Oblast and City), TVET Directors, municipality, NGOs, Association of Cooks, employers (Chef’s Club) etc.

Mid Term Evaluation of Inclusive Labour Markets for Job Creation in Ukraine

Date	Time	Meetings	Participants	Address and Contacts
	17:00 -18:30	Meeting with Community Center “New generation”	Oksana Hlebushkina, NGO New Generation Executive Director	
September 28, 2021	9:00 -10:00	Meeting Kherson City Council	Natalya Zhurzhenko, Head of the Educational Department Iryna, Nikolayeva, Head of the Economic and Investment Department Liliya Zabolotna, Culture&turism development Department	Prospect Ushakova ,37
	10:30 – 11:30	Meeting with trainers and mentors SIYB	Oksana Mykhaylenko Olga Rashevskya Bogdan Rudenko, Vitaliy Belobrov, Olga Avramenko Yuriy Proshurov	HUB Freedom Vul. Universytetskaya, 31
	12:00-12:45	Meeting with SIYB grantee Protec	Torrefacto Olena Borisenko Olesya Miheieva	SIYB grantee workplace
	14:00 -14:45	Meeting with SIYB grantee TBD	Mariia Doyban CEO and owner	SIYB grantee workplace
	15:15 -16:00	Meeting with SIYB grantee Povod Est		SIYB grantee workplace
	16:45-17:30	Meeting with SIYB grantee ZAGRAVA		SIYB grantee workplace
September 29	Arrival to Kyiv at 06:58			

Appendix 7.12 Terms of Reference

Terms of Reference for Joint Mid Term Independent Evaluation

ILO Project Code	UKR/17/01/DNK
Project Title	Inclusive labour markets for job creation in Ukraine
Project dates	23/11/2017 - 31 December 2022
Responsible Chief	Markus Pilgrim, DWT/CO Director Budapest
Administrative Unit in charge of the project	DWT, CO/Budapest
Unit in charge of backstopping	DWT, CO/Budapest
Timing of evaluation	Mid term
Type of Evaluation	Independent
Donor	Denmark
Budget	DKK 54 mil
Evaluation Managers	Lotte Mindedal on the Donor side Emil Krstanovski on the ILO side

I. Introduction

The Inclusive Labour Markets for Job Creation project in Ukraine is implemented by the ILO and is the largest ILO engagement currently implemented in Ukraine with an overall budget envelope of DKK 54 mio. (2017 - 2022). The project is financed under the Danish Neighbourhood Programme that covers a total of 10 development engagements in Ukraine of which 7 are currently active and the overall budget amounts to DKK 476 million. It includes two Thematic Programmes defined as: 1) Promoting human rights and democracy (the Governance Thematic Programme) and 2) Strengthening sustainable and inclusive economic growth (the Economic Growth Thematic Programme). A similar ILO project is implemented in Georgia with a budget envelope of DKK 28 million (2017-2021). The Danish contribution to the ILO with a total of DKK 82 million is one of the larger engagements under the Danish Neighbourhood Programme.

The ILO project in Ukraine constitutes part of the DANEP Thematic Programme on Economic Growth provides assistance to the Ukrainian government actors and social partners in improving the labour market governance, including reform of the State Employment Service, enhancing entrepreneurship capacities, and improving social dialogue and capacities of social partners to engage in meaningful social dialogue.

The project builds on Denmark's current and previous diplomatic, stabilisation, and development assistance and has been designed to complement Denmark's other channels of support within an overall funding envelope of DKK 54 million for the period 2017-2022. This multi-year approach thereby further strengthens Denmark's contribution to the international community's support to Ukraine following Euromaidan and it reinforces Denmark's commitment to stability, good governance and human rights.

The Danish Ministry of Foreign Affairs has supported Ukraine under the Danish Neighbourhood Programme (DANEP) since 2004, which is now in its third phase. DANEP has been, and will continue to be, an integral and important part of Denmark's foreign policy, seeking to promote a peaceful and prosperous Europe through bilateral relations and assistance within the framework of the European Neighbourhood Policy. The objectives of DANEP are: 1) Human rights and democracy and 2) Sustainable and inclusive economic development. The support to Ukraine under DANEP is app. 100 million DKK per year.

DANEP currently consist of seven active development engagements of which the following two have links to this ILO project:

SME and Entrepreneurship, Azov Sea implemented by UNDP

The project “Support to entrepreneurship and employment development along the Azov sea coastline in Donetsk and Zaporizhzhia regions” aims to boost the current support to entrepreneurship development, jobs creation, business skills advancement and accessing markets in the conflict-affected environment, helping to improve resilience of local population affected by the conflict and prevent further deterioration of the economic situation in Donetsk and Zaporizhzhia regions along the Azov sea coastal line of Ukraine. The project strives to address major obstacles to business start-up and scale-up, by providing local conflict-affected population including women, youth and IDPs with access to information, access to skills and networks, access to finance and access to expanded private businesses to national/international markets. The project has a duration of two years from December 2019 and overall budget of DKK 19 million.

U-LEAD, Decentralisation programme implemented by the EU

The project “U-LEAD with Europe: Ukraine Local Empowerment, Accountability and Development Programme” aims to re-enforce the administrative capacities at the local community, district and regional levels to enable decentralization. The project strives to address two main components: 1) Enhanced capacity to implement decentralization and regional policy reforms; and 2) Administrative service centres and awareness raising of citizens on local self-governance. A second phase is currently being developed. The project’s first phase has a duration of three years (2016-2020) and overall budget of EUR 97 million / USD 105 million. The project’s second phase is expected to have a duration of 3 years (2020-2023) with a predicted Danish contribution of app. DKK 30 million.

II. Background and description of the project

The context in Ukraine is characterised by multiple political, economic, social and structural challenges, against which a large number of reform processes are underway, coupled with the national political and ideological shift towards Europe that is driven from Kyiv.

Ukraine has undergone impressive transformative processes in a limited time span. The political leadership, supported by an active civil society and the international community, has undertaken considerable efforts to promote reforms and strengthen Ukraine’s European orientation during the years following the 2014 Euromaidan revolution. Ukraine is progressing on its path of transformation on the backdrop of Russian aggression, loss of lives and territory. In 2019, Ukraine passed some important milestones toward *democratic governance*: two major national elections assessed as free and fair led to a landslide victory for the president elect since July 2019. This has in certain ways changed the context since the formulation of DANEP programme during 2015 and 2016. However, since that last government reshuffle in March 2020 there is present still uncertainty and a “wait and see” situation. It seems likely that the political will has been strengthened for pro-business development, climate and energy transformation and anti-corruption. For gender, labour rights, civil society, free press/media, key partners and organisations may have to adapt to a “new business model government”, where the executive communicates directly with citizens and the intermediate hearing processes in some cases are disrespected. When it comes to *growth and employment*, macro-economic stability and growth has resumed (2½-3½% per year) since the deep crisis 2014-2015, but GDP per capita is low (20% of the EU average). The business environment remains challenged with shortcomings in the legal framework, high corruption, and an economy dominated by inefficient state-owned enterprises or by oligarchs – deterring competition and

investment. In spite of challenges, Ukraine is considered by the private sector to have good business potential and prospects for growth.

The conflict in the east, the Russian annexation of Crimea and the actions at the Kerch Strait and in the Sea of Azov has stretched Ukraine's political, military and economic capacity and slowed the reform process. But there are also signs of recovery and the application of the reform process itself in the east provides opportunities to entrench a conflict sensitive approach and address underlying stability factors thereby enhancing the region's recovery and longer-term resilience.

In November 2019 the core labour market functions (including the areas supported through this Engagement) were transferred from Ministry of Social Policy and merged in to Ministry of Economic Development and Trade. This has affected the institutional set-up, ownership, role of social partners and possibly the leverage of the project.

The decentralisation reform process in Ukraine has been slow, and although the reform initiated has transferred power from the central government to regions and oblasts, as well as created amalgamated communities, the financing has not yet materialised sufficiently for the regional and local institutions to assume their role and functions. This has also impacted Labour Market Governance through the State Employment Services, which are a central component of the project.

The national Tripartite Social and Economic Council (NTSEC) and the Regional RTSECs have suffered from the central quite slow implementation of the overall labour reform process, their limited capacity to serve and underpin social partners in conducting social dialogue, as well as weak capacity to implement own recommendations. In 2018, the one of the core social partners, FEU, Federation of Employers of Ukraine, discontinued its membership of NTSEC, due to disagreement on the principle of rotational presidency. This has also negatively impacted the national tripartite dialogue.

The overall objective of the ILO project is to improve the employment opportunities for young people, women, and other individuals at risk of labour market exclusion in the target areas. The project objective will be pursued through three outcomes that are mutually reinforcing, with gender mainstreaming being a cross-cutting strategy:

- 1) Labour market governance is improved through the strengthening of employment services and other labour market institutions.
- 2) Skills development is better aligned with demand for skills with particular emphasis on the private sector.
- 3) Tripartite social dialogue and collective bargaining as means to create more and better jobs are enhanced.

The theory of change of the project is that **If** the ILO supports the public employment service agency and other labour market stakeholders in modernising their services and putting in place local partnerships for employment; **and if** the ILO works with the relevant national institutions and the social partners to address the skills mismatch and promote entrepreneurship development; **and if** the ILO continues to support social dialogue mechanisms at the central and local levels concerning critical issues on the labour market, such as wages, undeclared work, and gender discrimination; **and if** the ILO continues to build the capacity of social partners in a systematic and strategic way...

...**then** the public employment service agency and other labour market institutions are enabled to design and implement better and more inclusive active labour market policies and to reach out to institutions and social partners with a view to benefitting people at the local level; government and the social partners are capacitated to tackle complex issues such as the skills mismatch, wage policies, and informal employment; youth, and particularly women, are able

to make more informed career choices, including non-traditional occupations and entrepreneurship; national and regional tripartite social and economic councils are more functional and influential in the policy-making process,

...leading to a coherent and mutually reinforcing set of policies and programs that support economic and social reform, job-rich growth, and decent work for all producing efficient, fair, and equitable labour market outcomes for all citizens,

...and eventually contributing to more inclusive labour markets in Ukraine (impact).

The project contributes to SDG 8 (decent work and economic growth) and is in alignment with the European Neighbourhood Instruments and Policy, the Strategic Framework for the Danish Neighbourhood Programme 2017-2021, and ILO Decent Work Country Programme (DWCP) in Ukraine.

An important element of the project is to involve the relevant Danish Social partners (DI, 3F and LO-FTF- Council – all three partners under Danida financed (global) Labour Market Consortium Strategic Partnership) in supporting their direct counterparts in Ukraine (FEU, KVPU, FTU). A specific capacity assessments by the Danish social partners and direct technical support to the Ukrainian partners forms part of this, with the view of overall improving capacities to engage in social dialogue and better service their constituencies.

The project is managed and technically backstopped by the ILO DWT and Country Office for Central and Eastern Europe, based in Budapest, which provides the necessary administrative support and technical and project-backup services. A Local project office is set up in Kiev to manage and coordinate the activities. A project management unit (PMU) was established, comprising of one international Chief Technical Adviser; two National Project Coordinators; one Project Assistant; one Program Assistant, and one Project Clerk.

The PMU receives technical backstopping mainly from the Employment Specialist, Skills Specialists, the Senior Specialist on Social Dialogue and Labour Law, the Conditions of Work and Employment/Gender Equality Specialist, and the Employers' Activities and Workers' activities Specialists at the ILO DWT, as well as relevant specialists from other offices.

III. Purpose and objectives of the evaluation

The evaluation will be conducted jointly by the Donor and the ILO.

The purpose of the MTE is learning and accountability. The Evaluator will assess the overall performance of the project, identify lessons learned, including experiences on what has worked, challenges and where improvements are justified, as well as provide recommendations for the remaining period of implementation. In addition, the MTE should assess alignment, complementary and synergies with other on-going activities financed under the Danish Neighbourhood Programme, DANEP, in Ukraine (i.e. UNDP: SME Development Azov Sea; EU Decentralisation programme (U-LEAD) etc.)

The overall objective of the MTR is to undertake an assessment of the continued relevance of the on-going activities and their objectives; to assess the overall implementation and performance with regards to progress and results achieved against the defined outcomes. The MTR will further identify challenges in the context and institutional set-up, and management of the project both from a substantive and financial perspective.

The specific objectives of the evaluation are:

19. Assess the extent to which the project has achieved its stated objectives and expected results to date, while identifying the factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives;
20. Identify gaps and specific areas for improvement;

21. Identify developments affecting key assumptions and risk factors
22. Make recommendations for adjustments or improvements where necessary and possible in ongoing activities as applicable for the remaining time of implementation, as well as for a possible new phase. Where possible, recommendations should be forward looking for consideration by ILO, Danida and EUN
23. Assess the extent to which the project outcomes will be sustainable;
24. Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and national development frameworks (i.e. SDGs, UNDAF, Moldova 2020);
25. Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
26. Make recommendations for adjustments or improvements to further engage the Danish Social Partners under the current project, in accordance with ILO and Danida rules and guidelines
27. Provide recommendations to project stakeholders to promote sustainability, improve and support delivery towards the project outcomes.

Clients and scope of the evaluation

The main clients of the evaluation are Danish International Development Agency (DANIDA), the specialists and management of the ILO DWT/CO Budapest, ILO Regional Office for EUROPE, technical departments at the ILO Headquarters and tripartite constituents in Ukraine. The mid-term evaluation will focus on the implementation period of the project until 31 July 2020, assessing all the results and key outputs that have been produced since the start of the project.

The evaluation should cover expected (i.e. planned) and unexpected results in terms of non-planned outputs and outcomes (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the evaluator should reflect on them for learning purposes.

The analytical scope should include identifying levels of achievement of objectives and explaining how and why these results have been attained in such ways (and not in other alternative expected ways, if this would be the case).

The Gender equality should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

IV. Evaluation criteria and questions

The evaluation will follow the OECD-DAC framework and principles for evaluation. For all practical purposes, this ToR and ILO Evaluation policies and guidelines⁸⁸ define the overall scope of this evaluation. Recommendations, emerging from the evaluation, should be strongly linked to the findings of the evaluation and should provide clear guidance to stakeholders on how they can address them.

The evaluation will cover the following OECD-DAC evaluation criteria:

1. Relevance and validity of design
2. Effectiveness
3. Efficiency and management arrangements
4. Impact potential
5. Sustainability

⁸⁸ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

The evaluation will integrate gender equality and non-discrimination, social dialogue and international labour standards as crosscutting concerns throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note n° 4⁸⁹ for gender issues and Guidance Note n° 7⁹⁰ to ensure stakeholder participation. It will examine the project relevance and contribution to SDGs and relevant targets as prioritized by the national sustainable development strategy (or equivalent) and DWCP. The MTE will further assess alignment, complementary and synergies other on-going interventions financed under the Danish Neighbourhood Programme in Ukraine, as well as other ongoing ILO initiatives. Lastly, the MTE should assess and propose and possible new areas/methods of interventions on providing support to a closer involvement of and support to Danish Social Partners (in accordance with the “gentleman agreement” to this project agreement and DED). This could include proposals for improved institutional set-up or changes

Key Evaluation Questions

The evaluator shall examine the following key issues:

1. Relevance and validity of design

- Is the project relevant to the government’s strategy, policies and plans, the DWCP of Ukraine, Danish Neighbourhood Programme, UNDAF and SDGs?
- Is the project relevant to the needs of the beneficiaries?
- How well has the project complemented and fit with other organizations’ programmes and projects in the country?
- To what extent did the project design identify and integrate specific targets and indicators to capture: i. Gender equality and non-discrimination concerns? and ii. Concerns regarding people with disabilities?
- Assess whether the project interventions have been implemented in adherence with a Human Rights Based Approach
- Has the design clearly defined outcomes, outputs and performance indicators with baselines and targets?
- Were the indicators designed and used in a manner that they enabled reporting on progress under specific SGD targets and indicators?

2. Project effectiveness

- How well has the project performed in terms of progress against defined targets and outcomes? Are their non-achieved outputs and unlikely achievable targets?
- If planned outputs were adjusted or new ones have been included, why and how effective has the project been?
- Are the contributions from the project timely, and do they add value to the beneficiaries and counterparts?
- To what extent does the project contribute (or not) to the identified SDGs and related specific targets?
- To what extent have the results of interventions been monitored and reported in terms of their contribution to specific SDGs and targets (explicitly or implicitly)?

⁸⁹ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf

⁹⁰ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165982.pdf

- Which have been the main contributing and challenging factors towards project's success in attaining its targets?
- Which positive or negative unintended results (if any) of the project have been identified or perceived?
- Is there uncertainty with the social partners on the consequences of the transfer of Labour Market functions to the Ministry of Economic Development and Trade?
- Have women and men benefited equally from the project activities? To which extent is the project able to demonstrate specific targeting of excluded or people in vulnerable circumstance?
- Which are the main lessons learned and good practices identified under each of the three project outcomes?
- What has been the impact of COVID-19 on project implementation and if/and how well has the project adapted to the crisis?

3. *Efficiency and management arrangements*

- How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives?
- To what extent are the disbursements and project expenditures in line with expected budgetary plans? Why yes and why not?
- Have been the available technical and financial resources adequate to fulfil the project plans? If not, what other kind of resources may have been required?
- Assess how the management and governance arrangement of the project contributed to the project implementation
- Assess the functions and effectiveness of the management of obligations, including its set-up as well as monitoring and progress reporting responsibilities and make recommendations for improvements.
- Has the project created good relationship and cooperation with relevant national and local level government authorities and other relevant stakeholders, including the implementation partners, and particularly the Local Employment Partnerships (LEPs), to achieve the project results?
- To which extent have the capacity assessments of FEU, KVPU and FEU by Danish social partners led to any enhanced capacity or performance? What specific results can be seen?
- Has the project received adequate technical and administrative support from the ILO DWT/CO-Budapest, ILO HQ and partners?

4. *Impact*

- What is the project tangible impact on target groups, systems, institutions?
- Which sustainable changes are noted /documented in social dialogue by project partners, core counterpart institutions like the NTSEC, social partners, and improved skills by entrepreneurs/trainees ?
- Which sustainable changes are noted /documented in engagement of social partners in UA, and Danish partners in the project?

- To which extent has the project been able to contribute to improving the tripartite system?

5. Sustainability

- What is the likelihood of sustainability of outcomes? Are the results and benefits likely to be durable?
- Are the national and regional partners able to continue specific project interventions/activities and sustain results after the end of the project (capacity of people and institutions, systems, policies and approaches developed)?
- What more should be done to improve sustainability? What is needed to leave sustainable results in the particular thematic areas addressed by the project?
- To which extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDGs, DANEP /EUN and relevant targets (explicitly or implicitly)?
- Identify and discuss gaps in the sustainability strategy. How can these gap be addressed by the stakeholders?
-
- Assess and make recommendations for improvements for an outline of a possible new phase of the project

V. Methodology

The evaluation will be conducted in a participatory, consultative and transparent manner by engaging various groups of stakeholders. The evaluation will use a mix of qualitative and quantitative methods to gather and analyse data which will be disaggregated by sex to the extent possible. It will pay attention to which groups benefit from and which groups contribute to the project and provide an assessment of how the project has performed in regards to gender equality and non-discrimination.

The evaluation will be carried out through a desk review, skype interviews with ILO specialists in Budapest and face to face or phone/skype interviews in Ukraine with the with ILO project staff, ILO National Coordinator, ILO constituents, project beneficiaries, development partners and other key stakeholders.

VI. Main deliverables

1. **Inception report** (with detailed work plan and data collection instruments) following ILO EVAL Checklist 3, should include:
 - Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
 - Guide questions for questionnaires and focus group discussions (if applicable);
 - Detailed fieldwork plan, developed in consultation with the Evaluation Manager and project manager
 - The proposed report outline structure.
2. **Draft and Final version of evaluation report in English** (maximum 30 pages plus annexes) with the following proposed structure:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Evaluation criteria and questions
- Methodology and limitations
- Clearly identified findings for each criterion
- Conclusions
- Recommendations (i.e. for the different key stakeholders)
- Lessons learned and good practices
- Annexes:
 - TOR
 - Inception report
 - List of people interviewed
 - Schedule of the field work
 - Documents reviewed
 - Project outputs and unexpected results achieved versus planned as per the Project logical framework targets

3. ILO templates for the Executive summary, Lessons learned and Good practices completed.

All reports, including drafts, will be written in English.

VII. Management arrangements and work plan

The independent evaluation will be conducted by a team of evaluation consultants.

External consultants:

- **Mr. Frank Runchel, External Consultant;** with the following key qualifications:
 - monitoring, appraisal, evaluation, management and formulation of Danida sector and thematic programmes
 - substantial expertise with social dialogue, labour market analysis and decent work
 - knowledge of the ILO and Danish Social Partners
- **One National Independent Evaluator in Ukraine to support Mr. Frank Runchel** – with the following key qualifications: extensive experience in the evaluation of development or social interventions, i.e. in the UN system, an understanding of the ILO's mandate, tripartite foundations, the Decent Work Agenda. The Evaluation Consultant should have an advanced degree in social sciences or economics, expertise in evaluation methods, knowledge of the technical subject matters covered by the project. Knowledge of the region and research history in the region would be preferable. Full command of English is required. Working knowledge of the local language would be an advantage

Resource persons for the MTR Team:

From the Danish Ministry of Foreign Affairs:

- Danish Ministry of Foreign Affairs/EUN, Lotte Mindedal/Mogens Blom?

- Danish Embassy Kyiv, Olena Prokopenko

From the ILO

- Emil Krstanovski, ILO Evaluation Manager

ILO technical project team members in Kyiv:

- Dzemal Hodzic Chief Technical Advisor,
- Tetyana Minenko, project coordinator
- Georgii Morozov, project coordinator
- Kateryna Haiduk, project assistant
- Vakhtanh Chachiia, project assistant/driver

The evaluator will report to the evaluation managers Lotte Mindedal and Emil Krstanovski with whom he/she should discuss any technical and methodological matters. The evaluation managers will supervise the evaluators.

The evaluation will be carried out with full logistical support of the project staff in Ukraine and with the administrative support of the ILO/DWT/CO Budapest.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation managers in electronic version compatible with Word for Windows.

The first draft of the report will be circulated by the evaluation manager to all partners for a two weeks review. Comments from stakeholders will be presented to the evaluator by the evaluation manager for its integration into the final reports as appropriate or to document why a comment has not been included.

The Evaluators are responsible for conducting the evaluation according to the terms of reference (TOR). He/she will:

- Review the TOR and provide input, propose any refinements to assessment questions, as necessary
- Review project background materials (e.g., project document, progress reports)
- Develop and implement the assessment methodology (i.e., prepare interview guides, conduct interviews, review documents) to answer the assessment questions
- Prepare an Inception report
- Conduct preparatory consultations with the ILO prior to the assessment mission
- Analyse interview recordings
- Prepare an initial draft of the assessment report
- Conduct briefing on findings, conclusions and recommendation of the assessment
- Prepare a final report based on comments obtained on the initial draft report

The Evaluation Managers are responsible for:

- Drafting the TOR
- Finalizing the TOR with input from colleagues (including the ILO Budapest management, programming officer, key specialists involved into the implementation and regional evaluation officer)
- On the ILO's side the evaluation manager will submit the final version of the TOR to the HQ evaluation office, desk officer for Europe, for a final approval
- Providing the Evaluator with the project background materials

- Participating in preparatory meeting prior to the assessment mission
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents)
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback
- Reviewing the final draft of the report
- Submitting the final draft report to RO Europe evaluation focal point and EVAL for final approvals
- Disseminating the final report to all the stakeholders
- Coordinating follow-up as necessary

The Project Manager (NPC) is responsible for:

- Reviewing the draft TOR and providing input, as necessary
- Providing project background materials, including surveys, studies, analytical papers, reports, tools, publications produced
- Participating in preparatory meeting prior to the assessment mission
- Scheduling all meetings
- Reviewing and providing comments on the assessment report
- Participating in debriefing on findings, conclusions, and recommendations

Tentative Timeline (can be adjusted as relevant and appropriate)

Task	Time frame	Responsible Unit/ person	Consultations
1. Draft TORs shared for consultations	By 8 July 2020	Lotte Mindedal Emil Krstanovski	DANIDA; EUROPE, Regional Evaluation Officer, ILO DWT/ CO Budapest / NC Ukraine/ Project team Ukraine.
2. Finalize TOR	By 15 July 2020	Lotte Mindedal Emil Krstanovski	DANIDA /DWT/CO Budapest/ National Coordinator /Regional Evaluation Officer
3. Identification of independent evaluators	By 21 July 2020	Lotte Mindedal Emil Krstanovski	Danida/ DWT/CO Budapest/EUROPE/NC Ukraine/Regional Evaluation Officer/EVAL (for final approval)
4. Preparation of background documents, materials, reports and studies by outcomes	By 23 July 2020	National Project Team/ DWT/CO Budapest / ILO NC Ukraine	EUROPE/ DANIIDA

Task	Time frame	Responsible Unit/ person	Consultations
5. Meetings scheduled for the evaluator to get inputs from national stakeholders	By 31 July 2020	Project Coordinator /DWT CO Budapest	EUROPE
6. Inception report submitted	By 7 August 2020	Evaluators (3 working days)	Lotte Mindedal Emil Krstanovski
7. Documents reviewed and meetings/ interviews with stakeholders completed	By 31 August 2020	Evaluators (14 working days)	National project Team/National Coordinator /DWT/CO Budapest/DANIDA/ National tripartite stakeholders, national partners.
8. Draft evaluation report submitted	By 16-20 October 2020	Evaluators (5 working days)	DANIDA/ DWT/CO Budapest/ Project team
9. Consultations with constituents and other stakeholders on the draft report, as appropriate	By 25 October 2020	Lotte Mindedal Emil Krstanovski	National coordinator Ukraine/ National Project team/ DWT/CO EUROPE/ regional Evaluation Officer
10. Final evaluation report submitted	By 31 October 2020	Evaluators (3 working days)	Lotte Mindedal Emil Krstanovski ILO Regional Evaluation Officer (review) EUROPE (approval) EVAL (final approval)

Number of working days for the evaluators: 25 working days.

VIII. Resources

Estimated resource requirements at this point:

- External Evaluator: travel to Ukraine (flights and DSA days), fee for 25 working days
- National External evaluator – fee for 25 working days
- Local transportation in the country
- Stakeholders' workshop

IX. Legal and ethical matters

The evaluation of the project outcomes will be conducted in accordance with UN Evaluation Group (UNEG, 2016) Norms and Standards and the Organisation for Economic Co-operation and Development (OECD/DAC) principles for evaluation of development cooperation in order to examine the results achieved and their contribution to broader ILO and UN programming and country cooperation frameworks, including Decent Work Country Programmes (DWCPs) and UNDAFs.

The project evaluation is undertaken in accordance with the ILO Evaluation Policy and ILO Policy Guidelines for Evaluation which provide for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work. It is also the part of the Office's Evaluation Work Plan.

The evaluation consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. Also, in carrying out the evaluations the evaluation consultant will abide by EVAL's Code of Conduct. Key actors in the evaluation process should aspire to conduct high quality work guided by professional standards and ethical and moral principles as enshrined in UNEG Ethical Guidelines.

Annex I. Relevant ILO evaluation guidelines and standard templates, relevant project and policy documentation

1. Code of conduct form (To be signed by the evaluator)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

2. Checklist No. 3 Writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5 Preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. SDG related reference material:

<http://www.ilo.ch/eval/eval-and-sdgs/lang--en/index.htm>

5. Template for lessons learned and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary:

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Other relevant documentation (ILO)

10	Decent Work Country Programme for Ukraine	ILO Ukraine
11	Progress Report, 2018	ILO Ukraine
12	Progress Report, 2019	ILO Ukraine

13	Progress Report 2020	ILO Ukraine
14	Reports, Documents and handouts for the Steering Committee Meetings (July 2018, Feb 2019, Sept 2019, April/May 2020)	ILO Ukraine
15	Financial statements	ILO HQ Geneva
16	ILO Publications on the project activities and achievements	ILO Ukraine
	ILO M&E framework for the project	ILO Ukraine

Annex II. Relevant Danida guidelines and core documentation available

1	Danida Aid Management Guidelines https://amg.um.dk/	
2	Signed Agreement between the ILO and Danida	EUN/Danida
3	Development Engagement Document (included in document #2)	
4	DANEP MTR review report (January 2020)	EUN/ Danida
5	DED, signed agreement and progress report on SME and Entrepreneurship, Azov Sea implemented by UNDP	EUN/ Danida
6	DED, signed agreement and progress reports on U-LEAD, Decentralisation programme implemented by the EU	EUN/ Danida – RDE Kyiv
7	Danida Financial statements	EUN/Danida
8	Danida – ILO Organisational Strategy 2020-2022 (draft May 2020)	EUN /UN Rep. Geneva
9	Capacity Assessment of FEU (DI), 2018	available
10	Capacity Assessment of KVPU and FPU, 2018 (3F)	available