



DECENT WORK COUNTRY  
PROGRAMME ARMENIA  
(2019–2023)

Pre-final Review

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## TABLE OF CONTENTS

List of Annexs .....	2
List of Tables .....	2
List of Acronyms and Abbreviations .....	2
1. EXECUTIVE SUMMARY .....	3
2. INTRODUCTION.....	12
3. DECENT WORK COUNTRY PROGRAMME ARMENIA .....	13
4. REVIEW BACKGROUND .....	13
5. REVIEW METHODOLOGY .....	14
6. MAIN FINDINGS.....	15
7. THE GENDER EQUALITY AND OTHER VULNERABLE GROUPS ISSUES REVIEW .....	54
8. DWCP'S LINKAGE WITH THE UNDAF/UNSDCF STRATEGY AND THE ILO'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS .....	56
9. RECOMMENDATIONS.....	57
10. RECOMMENDATIONS FOR THE NEXT DWCP .....	59
11. LESSONS LEARNT.....	60
12. GOOD PRACTICES.....	61
13. ANNEXS .....	62

## LIST OF ANNEXS

*Annex 1. Terms of reference*

*Annex 2. List of persons interviewed (in alphabetical order)*

*Annex 3 Alignment with the country constituents' needs and higher-level results frameworks*

Annex 4. Delivery of Outputs by Outcomes and Use of Outputs by Partners

Annex 5. Adequacy of resources

*Annex 6. Armenia ARM152 - 107710 - ARM/20/01/RBS Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue*

*Annex 7. ILO Sub-outputs in the UN INFO*

*Annex 8. Bibliography*

## LIST OF TABLES

TABLE 1. SCORING FOR SUMMARIZING FINDINGS OF PRIORITY 1 OUTCOMES

TABLE 2. SCORING FOR SUMMARIZING FINDINGS OF PRIORITY 2 OUTCOMES

TABLE 3. SCORING FOR SUMMARIZING FINDINGS OF PRIORITY 3 OUTCOMES

TABLE 4. PROGRESS MADE TOWARDS OUTCOMES.

TABLE 5. DELIVERY OF OUTPUTS

TABLE 6. USE OF OUTPUTS

TABLE 7. PROGRESS MADE TOWARDS OUTCOME 1.1

TABLE 8. PROGRESS MADE TOWARDS OUTCOME 1.2

TABLE 9. PROGRESS MADE TOWARDS OUTCOME 1.3

TABLE 10. PROGRESS MADE TOWARDS OUTCOME 2.1

TABLE 11. PROGRESS MADE TOWARDS OUTCOME 2.2

TABLE 12. PROGRESS MADE TOWARDS OUTCOME 2.3

TABLE 13. PROGRESS MADE TOWARDS OUTCOME 3.1

TABLE 14. PROGRESS MADE TOWARDS OUTCOME 3.3

TABLE 15. PROGRESS MADE TOWARDS OUTCOME 3.4

TABLE 16. OVERALL RANKING SCORES OF OUTCOMES

## LIST OF ACRONYMS AND ABBREVIATIONS

<b>ACTRAV</b>	Bureau for Workers 'Activities
<b>ADS</b>	Armenian Development Strategy
<b>ADR</b>	Alternative Dispute Resolution
<b>AOJ</b>	Academy of Justice
<b>CEACR</b>	Committee of Experts on the Application of Conventions and Recommendations
<b>CEPA</b>	Comprehensive and Enhanced Partnership Agreement
<b>CIS</b>	Commonwealth of Independent States
<b>CPO</b>	Country Programme Outcomes
<b>CTUA</b>	Confederation of Trade Unions of Armenia
<b>DWCP</b>	Decent Work Country Programme
<b>DWT</b>	Decent Work Technical Support Team

<b>DWT/CO</b>	Decent Work Technical Support Team and Country Office
<b>EESE</b>	Enabling Environment for Sustainable Enterprises
<b>EU</b>	European Union
<b>GSP</b>	Generalized Scheme of Preferences
<b>HLIB</b>	Inspection Agency for Health and Labour of the Republic of Armenia
<b>LC</b>	Labour Code
<b>ILO</b>	International Labour Organisation
<b>ILO/ILC</b>	International Learning Center
<b>ILS</b>	International Labour Standards
<b>LSPS</b>	Labour and Social Protection Strategy
<b>MoESCS</b>	Ministry of Education, Science, Culture and Sport
<b>MoLSA</b>	Ministry of Labour and Social Affairs
<b>NES</b>	National Employment Strategy
<b>OSH</b>	Occupational Safety and Health
<b>PILRAT</b>	Promoting the Implementation of Labour Rights in Armenia Together
<b>RA</b>	Republic of Armenia
<b>RBSA</b>	Regular Budget Supplementary Account
<b>RBTC</b>	Regular Budget support for development cooperation
<b>RCA</b>	Republican Collective Agreement
<b>RTC</b>	Republican Tripartite Commission
<b>RUEA</b>	Republican Union of Employers of Armenia
<b>SCORE</b>	Sustaining Competitive and Responsible Enterprises
<b>SDG</b>	Sustainable Development Goal
<b>SEA</b>	State Employment Agency
<b>TAC</b>	Tripartite Advisory Council
<b>TOR</b>	Terms of Reference
<b>TVET</b>	Technical and Vocational Education and Training
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>USDOL</b>	United States Department of Labour
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>USS</b>	Unified Social Service
<b>WB</b>	World Bank

## 1. EXECUTIVE SUMMARY

### Introduction

This document presents the pre-final review of the Decent Work Country Programme (Programme or DWCP) for 2019–23 is being implemented in Armenia. The DWCP interim to final review is part of the process of the DWCP progress monitoring and reporting. It was carried out with the participation of the ILO constituents and other national partners. The review Terms of Reference (TOR) were prepared by the ILO DWT/CO Moscow in consultation with RO EUROPE and EVAL office. The review is aimed to provide feedback on how well the ILO has performed under the DWCP 2019-2023, highlight good practices and challenges and make recommendations for the remaining Programme duration with an outlook on the next DWCP design. The ILO Decent Work Technical Support Team and Country Office (DWT/CO Moscow) coordinated the review.

## Programme Background and Context

After the "velvet revolution", a new Government was formed in 2019. In May 2019, a second DWCP for 2019–23 was signed with the new Government and social partners, which focuses on the following priorities: a) Improving the mechanisms of regulating labour relations, b) Improving employment policy and enhancing employability of women and men, c) strengthening social dialogue and collective bargaining at all levels.

The DWCP reflects the priorities of the Government, in particular of the Ministry of Labour and Social Affairs (MoLSA), the Republican Union of Employers of Armenia (RUEA) and the Confederation of Trade Unions of Armenia (CTUA). The DWCP is aligned with The Armenian Development Strategy for (ADS) 2014-2025 and the RA Government Programme 2021-2026, the United Nations Development Assistance Framework (UNDAF) 2016-2020, and is consistent with the ILO regional priorities for Europe and Central Asia.

Several ILO development cooperation projects have been implemented in Armenia, covering International Labour Standards (ILS), employment promotion, skills development, occupational safety and health (OSH), labour inspection, and social dialogue.

The COVID-19 pandemic and a 44-day war near and within the Nagorno-Karabakh region from September to November 2020 disrupted economic growth in Armenia and delayed development and cooperation initiatives. Urgent parliamentary elections conducted in June 2021 resulted in the formation of a new Government in August, leading to a review and updates of existing agreements and ongoing activities in the country. Due to the mentioned circumstances, the implementation of the DWCP experienced some delays in 2020 – 2021.

## Review Background

This review examined all activities carried out under the DWCP for Armenia during 2019-2022, including the RBSA-funded Country Programme Outcomes (CPOs) in 2020-2021 and 2022, focusing on the progress made on tangible outcomes directly resulting from ILO contributions.

The review referred to and considered the following areas; a) the cross-cutting issues of ILO policy, like ILS, social dialogue, gender equality and non-discrimination; b) the links of SDGs to DWCP Outcomes and ILO's contribution to the United Nations Sustainable Development Cooperation Framework (UNSDCF) Strategy Plan aimed to achieve the goals and targets of the SDGs.

According to the terms of reference (TOR), the critical criteria for the review are 1) alignment with the country constituents' needs and higher-level results frameworks (i.e., UNSDCF, SDGs) 2) delivery of outputs; 3) use of outputs by partners; 4) adequacy of resources; 5) progress made towards outcomes and sustainability of achievements; and 6) emerging risks and opportunities.

The main clients of the review are the specialists and management of the DWT/CO for Eastern Europe and Central Asia, the EUROPE Regional Office, ILO HQ, ILO donors, tripartite constituents and national implementing partners in Armenia.

## Review Methodology

The Review was conducted using a desk review and an interview of key stakeholders and beneficiaries. In total, 13 interviews were conducted (seven of which were with women), including representatives of national authorities (5), employers (1), workers' organisations (1), UN agencies (1), ILO (3), and beneficiaries (2).

In addition to the interviews, an extensive volume of ILO Guides, Programme deliverable documents, project-level progress and evaluation reports, mission notes, activity reports, training and workshop agendas, Press News, and websites were studied and analysed for more specific information and chronology of activities. [Annex 2](#) provides the informants' list, and [Annex 8](#) – is the bibliography list.

The Outcome indicators (in total 37) are measured on a three-level scale: achieved, partially achieved and not achieved. This measurement method was not applied to Outcome 2.2 (Indicators 2.2.1 and 2.2.3) and Outcome 3.2 (all indicators), which were amended due to Covid-19 and Social Sector Reforms. As the new Indicators weren't developed, the activity results envisaged within the framework of the relevant project were reviewed ([see Annex 6](#)).

The Review applied the following key assessment criteria (a) alignment with the country constituents' needs and higher-level results frameworks (i.e., UNSDCF, SDGs) b) delivery of outputs; c) use of outputs by partners; d) adequacy of resources; e) progress made towards outcomes and sustainability of achievements; and f) emerging risks and opportunities for each outcome identified under the three priorities. There is a total of 10 outcomes.

The multi-point scoring matrix was also used for each Outcome for scoring against key performance categories (Very unsatisfactory (1), Unsatisfactory (2), Moderately unsatisfactory (3), Moderately satisfactory (4), Satisfactory (5), Very satisfactory (6)). With this method, the evaluation was carried out based on the opinions of the interview participants and the studied documents. Each Outcome was evaluated according to the criteria at the time of review, and the scores can be changed at the end of the Programme.

The review addressed ILS, social dialogue, gender equality and non-discrimination issues in the analysis of results. The issue of gender equality was considered in the data collection process through interview questions. The gender challenges and the Programme's reference, and ILO's contribution to the UNDAF/ UNSDCF strategies are presented in separate sections of the report.

## **Summary of Findings**

### **Main findings about Priority 1.**

Several ILO development cooperation projects have been implemented in Armenia, covering ILS, OSH, labour inspection, employment promotion, skills development, and social dialogue.

Among other analyses, the Government initiated several Programmes and initiatives addressing the economic and social impact of COVID-19. Based on the results, the ILO supported making a Rapid Assessment of COVID 19 impact on the labour market and the economy. Another tool successfully used during the crisis was a global survey for impact on enterprises.

The ILO has supported Armenia in reforming its legislative framework and administrative practices to improve conformity with relevant ILS. With the Government's request, the ILO developed and commented on the Concept Note on Amendments to the Labour Code (LC). Furthermore, the ILO provided Comments on the Draft Law on Amendments to the LC, which is to be discussed by Parliament.

Further to long-standing observations and direct requests of the ILO supervisory bodies on applying the Labour Inspection Convention, 1947 (No.81), the ILO has provided extensive advisory services and technical support to improve Armenia's inspection system. Comments have been provided on amendments to the Charter of the Health and Labour Inspection Body (HLIB) aiming at broadening the mandate of the HLIB. The amended Charter covers supervision over labour rights-related norms and OSH.

With the MoLSA request, the ILO also supported with analysis and introduced a Report on Improving access to judicial and non-judicial remedies related to labour laws and standards in the RA. Several tools and instruments have been presented to the HLIB to improve their work related to a new mandate on supervision over labour relations regulations.

### **Main findings about Priority 2.**

In 2022, the Government initiated the development of a new employment strategy for 2022-2026 as a strategy under the Labour and Social Protection Strategy The ILO provided technical/expert

comments and recommendations on the two strategic documents. The Government has yet to adopt either strategy.

An assessment of the financial stability of active labour market policy Programmes was carried out.

Large-scale capacity-building measures were conducted, and the materials presented during the training and a training package on the unified operational procedure of the USS regional centres were developed and provided to the MoLSA. Innovative tools and methods used in international practice were presented, and technical advice was provided during the interactive courses organized for the USS staff. In large volume, educational materials were translated and provided to form, plan and implement joint Programmes at the territorial level. Analytical works such as situational analysis on the Career Guidance system in Armenia and a Skills anticipation survey among employers have been carried out with ILO support helping the policy-makers to use the results in their planning and strategy development in relevant areas. As a result, the Government approved the State Programme for the Development of Education of the RA until 2030, which includes the development programme for the TVET system.

ILO supported the implementation of professional consultations and capacity-building activities.

### **Main findings about Priority 3.**

RA Government, with ILO support, made an effort to develop social protection strategy and introduce a new system of integrated social services aimed at ensuring the delivery of targeted and quality services to the population, including vulnerable groups. The ILO, within the implementation of the RBSA project on Integrated policy approach in Employment and Social Services, supported the Government and social partners in understanding the challenges and opportunities of the new system as well as proposed several tools to support the smooth transition to the new modality of providing services. The idea is to assist the USS in preparing a labour market integration and activation Programme targeting unemployed people receiving income support from social assistance services.

Priorities and content were discussed through tripartite mechanisms with representative employers' and workers' organisations to support matching supply and demand in the labour market and promote decent work. The ILO provided comments on the draft LSPS and NES developed by the MoLSA with the cooperation of the World Bank (WB) and the United Nations International Children's Emergency Fund (UNICEF). Also, a budgetary analysis on social protection has been carried out, presenting results to the tripartite constituents. In cooperation with UN WOMEN, Social Protection Floor analysis has been conducted and introduced to the constituents.

Armenia has a legislative framework regulating collective bargaining, tripartite consultations, and the Republican Tripartite Commission (RTC). The LC sets out the principles for collective bargaining. The ILO also made a sufficient contribution to strengthening the RUEA and CTUA to better engage in the tripartite consultations.

A new RTA was signed in October 2020, but no progress was made in establishing a tripartite partnership.

Within the UN Recovery Plan for supporting the Government, the ILO provided input in developing pillars on "Economic response and recovery" and "Protecting people: social protection and basic services". Several capacity-building and awareness-raising initiatives have been taken for social partners on SDGs and UN work.

### **Alignment with the country constituents' needs and higher-level results frameworks.**

DWCP reflects the Government's priorities, particularly the MoLSA, the RUEA and the CTUA. It is aligned with The ADS for 2014-2025 and the RA Government Programme 2021-2026, the UNDAF 2016-2020, and the UNSDCF for Armenia 2021-2025, and is relevant to the ILO regional priorities for Europe and Central Asia (see [the Annex 3](#)).

### **Adequacy of resources**

There is a limited understanding of Programme resources; however, during the interviews, no discontent was raised regarding the project's financial resources. Assessing the adequacy of the project's resources according to the Programme Outcomes is tricky because the respondents were not informed about the financial resources except for the coordinator of the "Promoting Implementation of Labour Rights in Armenia Together" (PILRAT) project.

The [ILO Development Cooperation Dashboard](#) provides information on funds allocated and spent by CPOs within the framework of implemented projects. The comparison and combination of this information with the Programme Implementation Plan enable us to analyse the financial resources allocated and spent for each Programme Outcome (see [Annex 5](#)). Still, it cannot be complete, as information about financial resources received from other funds (e.g., RBTC (Regular Budget's support to development cooperation), RBTC Moscow, RBTC ACTRAV) is missing.

Considering those mentioned above, no assessment was made regarding the Adequacy of the resources criteria.

### **Emerging risks and opportunities.**

Both external, economic, institutional and social risks predicted in the Programme Paper were realistic. There were also unforeseen risks outside the ILO's control and constituents' control, such as COVID-19 and the 2020 military conflict, which significantly disrupted the country's development progress, including implementing the Programme. The implementation of the DWCP experienced some delays in 2020 - 2021, and the target groups were amended due to the factors mentioned above.

In addition to the abovementioned risks, other internal risks emerged during the Programme implementation period, negatively affecting the Programme results. Among them are the failure of the work of the RTC, the breakdown of institutional memory in state structures, and the loss of effectiveness of distance courses.

### **Lessons Learned**

- Frequent changes in Government that cause significant personnel changes can significantly affect the Programme implementation process, from delaying the process to changing Government priorities. Since decisions are made at the top levels of Government, newly appointed Government officials need time to understand the role and importance of the Programme and respond promptly.
- In determining topics and strategies, ensuring the correct orientation and calculated forecasting of authorized partners and the ILO office capacity is necessary. When choosing topics and strategies with partners, it is advisable to consider the ILO Office's capacity to provide long-term support in the selected direction. In particular, a change in terms of sectoral technical specialists (their presence or absence) during the Programme may lead to delays or omissions of already mutually agreed actions within the framework of priorities and, conversely, to the possibility of new, unplanned interventions.



- Although proper consultations were held with tripartite partners during the Programme design phase, an effective tripartite monitoring system was not implemented during the Programme implementation phase.
- The Programme implementation process is highly related to the readiness of the partnership and the provision of the necessary environment for a smooth dialogue. In this regard, all parties should show an indeed partnership approach.
- If new policies are expected to be adopted due to the intervention, technical assistance should be provided to the Government in consultation with the Employers' Union and Trade Unions.
- The Government and social partners' financial contribution to the Programme will further increase the responsibility and awareness of ownership of the Programme.
- As the Tripartite Advisory Board of the Programme did not function, the overall coordination of the Programme was carried out by the National Coordinator through separate dialogues with the parties of the Tripartite Partnership, which was very labour-intensive and challenging to track. All the partners must take a stakeholder approach in launching the tripartite governance mechanism that will lead to the effective implementation of the Programme.
- The efficiency of the Programme would be further increased if other unions of employers and workers were also involved (Tripartite+) in implementation. In this way, the level of awareness regarding the international standards of the work of these organisations would increase.
- The Programme's effectiveness largely depends on the correct, targeted selection of partners' representatives at the Programme events. To participate is not to ensure participation but to acquire and transfer knowledge.
- The lack of a joint accountability mechanism by the tripartite partners creates difficulty in Programme monitoring, particularly in assessing the progress of agreed outcomes.
- State bodies do not give enough importance to the resources created during the Programme, trying to find independent solutions to problems. In contrast, the Programme's tripartite cooperation model implies mutually agreed solutions. The lack of a joint accountability mechanism by the tripartite partners creates difficulty in Programme monitoring, particularly in assessing the progress of agreed outcomes.

### Good Practices

- Revitalization of the inspection system of Armenia was the most successful experience of the Programme. As a result of the reforms in the Labour inspection system during 2013-2017, the structure was deprived of state control over the requirements for the implementation of labour legislation, other normative legal acts and collective agreements containing labour law norms. With the Programme's support, the Labour inspection system was reactivated in 2021. The legal framework related to the Labour Inspection Body has been significantly improved, in line with the requirements of the ILO Labour Inspection Convention (No. 81). The main functions of the Labour Inspection Body have been restored, including the function of controlling labour relations. As a result of the structural changes in the Labour Inspection Authority, a Labour Legislation Control Department was created. The number of labour inspectors increased by 60 (see Outcome 1.2).
- Implementing the Programme coincided with a challenging period for Armenia. COVID-19 and the 2020 military conflict significantly disrupted the country's development progress, including implementing this Programme. There were new challenges that required a quick solution. Thanks to the partners' quick orientation to new priorities and the ILO's quick response, the Programme has demonstrated great flexibility and fully responded to the country's social, political, legal and institutional challenges.

- A successful example of encouraging employers is the "Best Employer" annual award ceremony organized in cooperation with state and public institutions in Armenia. In December 2021 a memorandum was signed between the HLIB, the UMBA (The Union of Manufacturers and Businessmen of Armenia), the RUEA, the CTUA, and the "Mantashov Businessmen's Union" on holding the award ceremony every year and compiling a ranking table of the ten best employers from among the contenders. Employers with no violations recorded during the year and introducing new mechanisms for labour rights protection during the year will be included in the rating table.

## Recommendations

### General recommendations

- The ILO's visibility in Armenia is insufficient, and lack of development cooperation projects, it is significantly reduced compared to other UN structures. It is necessary to increase the level of awareness and publicity of the ILO and the Programme by activating the social dialogue and involving the mass media representatives. Concerning tripartism and social dialogue ILO acknowledges the potential for collaboration with civil society after appropriate consultations with tripartite partners, emphasizing that social partners are open to dialogue and work with those NGOs that are specialising in different societal problematics and share the same interests, values and goals and are consistent in achieving them”.
- To provide advice on the internationally recognized approaches, Conventions, and practices for improving the efficiency of the governance in Labour and Social Protection. To introduce interdepartmental (education, employment, economy, territorial administration) self-working mechanisms of communication and information exchange through which the systems can mutually support each other.
- Support the RA Government in nationalising Sustainable Development Goals (SDG) through close cooperation with other UN agencies and all Armenian governmental bodies.
- Taking into account the profound changes that have taken place in the world economy, including the economy of Armenia, in the last decade, to develop the Decent Work Country Profile Armenia
- Create a digital risk management tool for development cooperation projects, which will include all the risks that appeared during the implementation of various projects providing ways to overcome them for application during the performance of other projects.
- Ensure the participation of the RA Statistical Committee in the development stage of the Programmes (projects) implemented in the country to assess the user's needs and increase the literacy of using statistical data.

### Recommendations by priorities

#### Priority 1. Improving the mechanisms of regulating labour relations.

- Continue the work to formalise the informal sector of the economy; in particular, discuss the possibility of assessing the informal sector with the social partnership parties.
- To stabilize social partnership at the national level, encourage and implement the necessary mechanisms to form a healthy and effective partnership relationship and working style.
- Support the drafting of the Law on Social Partnership (in this context, it is desirable to discuss the issue of giving legal force to the decisions of the RTC).
- After the adoption of the draft laws listed above, initiate a study to assess the compliance of labour legislation with ILS and continue to support the tripartite partners in making consistent efforts to bring the legislative framework related to the Labour Inspection System into line

with the ILO Convention No. 81. Assist the Government in the development of sub-legal acts arising from the amended legal acts.

- Support the tripartite partners in informing the public after adopting the amendments to the Labour Code.
- Encourage the Government to provide live (online) broadcasting and online access to video recordings of RTC meetings to ensure transparency.
- To support CTUAs in creating a strategic vision for developing the social protection sector.

### **Priority 2. Improving employment policy and enhancing employability of women and men.**

- After adopting the Labour and Social Protection Strategy and the National Employment Strategy, continue to support the Government in the direction of analysis of legal acts of the relevant sectors and alignment with the strategy.
- After adopting the above strategies, support the Government in strategy monitoring and evaluation.
- Continue to support the process of reforming USSs by involving local expert teams, which, together with an international expert, will develop and propose a map of the integrated functions of employment and social spheres of USS territorial centres.
- To ensure the implementation of pilot Programmes in the selected USS centres to implement the acquired experience in all centres in the future.
- Support the Government to increase employer representation in education reform and skills management processes.
- Assist the RA Statistical Committee in improving Labour Market Statistics.

### **Priority 3. Strengthening social dialogue and collective bargaining at all levels.**

- Continue to increase and strengthen the capacities of social partners at all levels of social dialogue in collective bargaining, labour disputes and conflict resolution.
- Promote the creation and activation of branch and regional associations of trade unions and employers. To motivate the employers' union in the direction of creating branch-based structures and the trade unions in the direction of creating unions on a professional base
- To continue the support aimed at strengthening the RUEA in the direction of further expansion of the structure, improvement of the quality of services provided and introduction of new services.
- Continue the presentation of ILS to the tripartite partnership parties, in particular, to discuss the expediency of adopting the ILO Violence and Harassment Convention, 2019 (No. 190) with CTUA and Care Economy.
- Support developing a gender equality strategy for the Programme. Plan the presentation of topics on gender equality, violence and harassment to the tripartite partnership.
- Continue support in aligning national legislation regulating the social protection sector with the ILO standards. In particular, to complete the work on developing the insurance scheme in case of unemployment.
- Carry out work to align the minimum wage setting mechanisms with the ILO Convention N131.

### **Recommendations for the next DWCP**

Below are presented the recommendations for the next DWCP made during the interviews, grouped according to design, management, and technical-related issues.

## Design related issues

- Based on the current situation of the tripartite partnership, strengthening social dialogue and collective bargaining should be a priority direction.
- At the design stage of the new Programme, bring the Programme strategy and Outcomes closer to the UNSDCF strategy at the level of content and indicators.
- The UNSDCF 2021-2025 priorities should be considered during the next DWCP design phase, and the implementing periods of the Programme and UNSDCF should be aligned.
- Develop a Theory of Change that will enhance understanding of the actions to be taken and expected progress within the implemented intervention.
- Some of the qualitative indicators to assess the progress of the Programme are not measurable. At the design stage of the new Programme, should we pay special attention to the wording of the indicators to understand how measurable the indicator is? It is desirable to develop a guideline for the development of indicators at different levels. It will ensure the provision of output performance indicators and outcome indicators for measuring the Programme's progress. To foresee a person/day measurement unit for assessing participation in capacity-building activities.
- At the design, implementation and monitoring stages of the new Programme, the principles of gender equality should be reflected even more deeply, emphasising not only inclusiveness but gender sensitivity too, which means what impact the Programme interventions can have on different genders. In the design phase, the areas where women-oriented interventions will be needed to attract relevant donors should be defined.
- At the design stage of a new Programme, foresee a risk management strategy that can reduce and propose solutions for the risks that appear in the early stage of Programme implementation.

## Technical and management related

- Increase ILO representation in UNSDCF coordination processes. Support tripartite partners in engaging in the UNSDCF (SDGs) monitoring group.
- Continue to support the improvement of the Labour Inspection system of Armenia, including creating a non-judicial labour dispute resolution system and encouraging inspectorial functions having consultative nature with the participation of social partners.
- Continue the work to formalise the informal sector of the economy, in particular, jointly with social partnership parties, assess the informal sector of the economy and take appropriate measures to protect the labour rights of persons with informal employment.
- Continue work to encourage the ratification of new ILO conventions, particularly the fundamental recognised conventions C155 (Occupational Safety and Health Convention, 1981 (No. 155) and C187 (Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)).
- Continue work towards the development of the national OSH framework.
- Emphasise the issue of youth employment with the active involvement of employers. Assist the Government in implementing a modern career guidance system.
- By improving the enforcement of International Labour Standards, initiate the implementation of policies and Programmes aimed at increasing labour productivity and promoting SMEs.

- Support the tripartite partners in carrying out periodic monitoring by the Tripartite Advisory Group of the Programme with the involvement of all parties. It will enable reviewing the Programme Implementation Plan and managing unforeseen risks if necessary.
- Taking into account the overload of the National Coordinator, to increase the effectiveness of the Programme management, consider the possibility to have a separate position with responsibility for supporting the coordination of the DWCP implementation.
- Support the Government and social partners in raising awareness of having ownership and responsibility for the Programme. For this purpose, to increase the effectiveness of Programme coordination and accountability by developing a unified reporting format, which will reflect the ILO support, the Government's (social partners') contribution, the field of application, the results obtained, the number of participants involved in the events and activities (person/day) with differentiation between women and men, and so.
- To evaluate the knowledge and skills transferred to the staff of the relevant structures when conducting training within the framework of development cooperation projects, apply the Knowledge, Skills and Attitudes testing. It will make it possible to evaluate the level of knowledge before the training, the gained knowledge immediately after the training, and the preserved knowledge six months after the training.
- To preserve and distribute the resources and tools created within the framework of the Programme, as well as to exclude the risk of breaking the institutional memory, to create an Armenian-language electronic platform for social partnership and ensure its operation.

## 2. INTRODUCTION

This document presents the pre-final review of the DWCP for 2019–23 being implemented in Armenia, conducted in the last year of programme implementation.

The DWCP interim to final review is part of the process of the DWCP progress monitoring and reporting. It was carried out with the participation of the ILO constituents and other national partners. The review Terms of Reference (TOR) were prepared by the ILO DWT/CO Moscow in consultation with RO EUROPE and EVAL office. The review aimed to provide feedback on how well the ILO has performed under the DWCP 2019-2023, highlight good practices and challenges and make recommendations for the remaining Programme duration with an outlook on the next DWCP design. The ILO DWT/CO Moscow coordinated the review.

The main clients of the review are the specialists and management of the DWT/CO for Eastern Europe and Central Asia, the EUROPE Regional Office, ILO HQ, ILO donors, tripartite constituents and national implementing partners in Armenia.

This review examined all activities carried out under the DWCP for Armenia during 2019-2022, including the RBSA-funded CPOs in 2020-2021 and 2022, focusing on the progress made on tangible outcomes directly resulting from ILO contributions.

The review referred to and considered the following areas; a) the cross-cutting issues of ILO policy, like ILS, social dialogue, gender equality and non-discrimination; b) the links of SDGs to DWCP Outcomes and ILO's contribution to the UNSDCF Strategy Plan aimed to achieve the goals and targets of the SDGs.

### 3. DECENT WORK COUNTRY PROGRAMME ARMENIA 2019-2023

The ILO DWT/CO Moscow, before the beginning of the ILO Programme and Budget cycle 2020-2021, developed a second round DWCP for the period 2019–2023 jointly with the ILO constituents. The DWCP in Armenia was signed on May 14, 2019.

The DWCP reflects the Government's priorities, particularly the MoLSA, the RUEA and the CTUA.

The DWCP is aligned with The ADS for 2014-2025 and the RA Government Programme 2021-2026, the UNDAF 2016-2020 and is consistent with the ILO regional priorities for Europe and Central Asia. More detailed information is provided in [Annex 3](#).

The Government, the RUEA and the CTUA have played a key role in developing the DWCP. The DWCP priorities, key outcomes, indicators and strategies have been identified during the multi-phase consultation process between the ILO DWT/CO Moscow and tripartite constituents in Armenia. The following country priorities relevant to the ILO Mandate and the ILO comparative advantage have been identified:

Priority 1. Improving the mechanisms of regulating labour relations.

Priority 2. Improving employment policy and enhancing employability of women and men.

Priority 3. Strengthening social dialogue and collective bargaining at all levels.

A detailed Implementation Plan was developed as an internal document, including outcomes, outputs, indicators and resources for delivering the DWCP. Several Outcomes were formulated under each priority (10 in total). The Programme's success is measured through the Outcome indicators (37 in total).

The ILO supported the DWCP implementation through several development cooperation projects operational in Armenia, namely: Support GSP+ beneficiary countries to effectively implement ILS and comply with reporting obligations, 2016-2019, funded by EU; G20 Training Strategy project, Phase II, 2016-2019, funded by the Russian Federation (RF); the ILO project "Partnerships for youth employment in the CIS countries", Phase II, 2018-2022 (the sub-regional component of the project), PILRAT project funded by USDOL. Two projects, namely: "Effective measures implemented by constituents to improve the business environment and promote decent work and support sustainable enterprises" and "Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue", budgeted from RBSA funds. More detailed information about projects is provided in [Annex 5](#).

The COVID-19 pandemic and a 44-day war near and within the Nagorno-Karabakh region from September to November 2020 disrupted economic growth in Armenia and delayed development and cooperation initiatives. Urgent parliamentary elections conducted in June 2021 resulted in the formation of a new Government in August, leading to a review and updates of existing agreements and ongoing activities in the country. Due to the mentioned circumstances, the implementation of the DWCP experienced some delays in 2020 – 2021.

### 4. REVIEW BACKGROUND

According to the Country Programme Review terms of reference (TORs), the main purpose of this review is learning. It is also aimed to improve further Programming and ensure internal and external accountability. The review is foreseen to help improve the evaluability of a new DWCP and future DWCPs in general through close attention to the results matrixes.

This review examined all activities carried out under the DWCP for Armenia during 2019-2022, including the RBSA-funded Country Programme Outcomes (CPOs) in 2020-2021 and 2022, focusing on the progress made on tangible outcomes directly resulting from ILO contributions.

The review referred to and considered the following areas; a) the cross-cutting issues of ILO policy, like ILS, social dialogue, gender equality and non-discrimination; b) the links of SDGs to DWCP Outcomes and ILO's contribution to the UNSDCF Strategic Framework aimed to achieve the goals and targets of the SDGs.

The review provides a) summary of results and achievements per each of the priority areas, b) an analysis of the effectiveness under each outcome and areas for improvement, c) documented good practice examples and lessons learned, d) recommendations for the next steps on Programmemeing issues, themes, strategies, target groups and on the implementation process, operational modalities, areas of cooperation and strategies.

The ILO DWT/CO Moscow has coordinated the review

The main clients of the review are the specialists and management of the DWT/CO for Eastern Europe and Central Asia, the EUROPE Regional Office, ILO HQ, ILO donors, tripartite constituents and national implementing partners in Armenia.

## 5. REVIEW METHODOLOGY

This DWCP pre-final review was a participatory process, with input from the ILO office, UN Armenia office, tripartite constituents, and other stakeholders involved and benefiting from the Programme.

The Review was conducted using a desk review and an interview of key stakeholders and beneficiaries. In total, 13 interviews were conducted, seven of which were with women, including representatives of national authorities (5), employers (1), workers' organisations (1), UN agencies (1), ILO (3), and beneficiaries (2).

In addition to the interviews, an extensive volume of ILO Guides, Programme deliverable documents, project-level progress and evaluation reports, mission notes, activity reports, training and workshop agendas, Press News, and websites were studied and analysed for more specific information and chronology of activities. [Annex 2](#) provides the informants' list, and [Annex 8](#)—is the bibliography list.

As the Programme Result Monitoring Matrix was developed in 2018 and never updated, it was not considered during the Review. The analysis was conducted within a framework of the priorities and outcomes outlined in the DWCP Implementation Plan, which was updated twice in the period of Review.

The Review applied the following key assessment criteria (a) alignment with the country constituents' needs and higher-level results frameworks (i.e., UNSDCF, SDGs) b) delivery of outputs; c) use of outputs by partners; d) adequacy of resources; e) progress made towards outcomes and sustainability of achievements; and f) emerging risks and opportunities for each outcome identified under the three priorities. There is a total of 10 outcomes.

In the **Main Finding** sections, each outcome was evaluated according to the given criteria: **delivery of outputs; use of outputs by partners; progress made towards outcomes** using the Scoring template. The evaluation by the other three criteria (**alignment with the country constituents' needs and higher-level results frameworks; adequacy of resources, and; emerging risks and opportunities**) was conducted for the overall program.

The Outcome indicators (in total 37) are measured on a three-level scale: achieved, partially achieved and not achieved. This measurement method was not applied to Outcome 2.2 (Indicators 2.2.1 and 2.2.3) and Outcome 3.2 (all indicators), which were amended due to Covid-19 and Social Sector

Reforms. As the new Indicators weren't developed, the activity results envisaged within the framework of the relevant project were reviewed ([see Annex 6](#)).

The multi-point scoring matrix was also used for each Outcome for scoring against key performance categories: Very unsatisfactory (1), Unsatisfactory (2), Moderately unsatisfactory (3), Moderately satisfactory (4), Satisfactory (5), Very satisfactory (6). With both methods, the evaluation was carried out based on the opinions of the interview participants and the studied documents.

**Each Outcome was evaluated according to the criteria at the time of review, and the scores can be changed at the end of the Programme.**

The review addressed ILS, social dialogue, gender equality and non-discrimination issues in the analysis of results. The issue of gender equality was considered in the data collection process through interview questions. The gender challenges and the Programme's reference, and ILO's contribution to the UNDAF/ UNSDCF strategies are presented in separate sections of the report.

The review's main findings were presented at the workshop, held on April 28, 2023, in Yerevan. High-level management representatives from the ILO DWT/CO Moscow, RA government, social partnership, and representatives of other interested organizations attended it. The feedback from the workshop participants is reflected in the review report.

Some limitations of this review made the review process complex and lengthy: a) due to covid-19 and social sector reforms, some outcomes were revised, and other goals were set, but the new Outcomes and indicators were not developed, and corresponding updates didn't make in the Implementation Plan and the Results Monitoring Matrix b) there was a lack of reports on some of the implemented activities, which fragmented the information about deliverables, c) the review coincided with the year-end reporting and the New Year holiday periods, so the interviews were organized late.

## **6. MAIN FINDINGS**

### **Priority 1. Improving the mechanisms of regulating labour relations**

The Programme's Priority 1 is entirely in line with the priorities of the RA Government and UNDAF/UNSDCF and is linked to SDGs 1 and 8. It aims to improve Armenia's labour relations regulation mechanisms, bringing them into line with the requirements of the international obligations assumed by the RA (see [Annex 3](#)).

For Priority 1 of the Programme, three Outcomes are defined, and 11 indicators are planned to evaluate their progress.

**Outcome 1.1. Labour law is developed/amended in line with International Labour Standards, with a view to improving working conditions, safeguarding occupational safety and health, and improving the enabling environment for sustainable enterprises.**

There are four indicators to measure the progress of Outcome 1.1. A summary of indicators, progress and comments on actions taken are presented in [Table 7](#).

The ILO has consistently provided advice to tripartite partners and assisted in overcoming the difficulties encountered during the implementation of the ILO conventions ratified by the RA Government and in bringing the labour legislation into line with ILS.

ILO support to the Armenian Government in reforming the legislative framework and administrative practice was implemented through two projects funded by the EU and the US Department of Labour



(USDOL). The first project is aimed at achieving ARM 826<sup>1</sup>, and the second is ARM 129<sup>2</sup> Country Programme Outcomes.

#### **Output 1.1.1 Analysis and examination of the RA legislation against Government policy objectives, as well as relevant ILO conventions and the Revised European Social Charter.**

Throughout the implementation of the Programme, the ILO provided and continues to provide large-scale advisory support aimed at the reactivation of state control mechanisms over the implementation of Labour legislation by improving the Inspection System of Armenia.

With the support of the ILO, the evaluation of the Labour Inspectorate of Armenia<sup>3</sup> was carried out twice, the results of which were discussed in a tripartite format. The table of correspondence between the ILO Labour Inspection Convention, 1947 (No. 81) and the legislative and institutional system of Armenia and the institutional mapping of the inspection body and related institutions developed and were provided to the MoLSA and social partners. The ILO provided technical assistance in amending the Health and Labour Inspection Body of the RA (HLIB) charter.

#### **Output 1.1.2 Technical assistance in drafting labour legislation, including drafting technical comments on relevant amendments and sharing the latter with tripartite partners**

At the request of the MoLSA, the ILO Moscow office developed and provided comments on the concept of amendments to the Labour Code.

Considering the International Labour Standards and the observations of the ILO supervisory bodies, at the request of the MoLSA, the ILO provided technical comments on Draft Law on Amendments to the LC three times in 2019-2022. A part of ILO observations was taken into account, according to which Draft Law was updated. At the request of the MoLSA, the ILO made a separate reference to the article of the LC on workplace violence, which was taken into account in the final version of the Draft Law.

Separate articles of the LC were amended twenty-one times in 2019-2021, including six times in 2022. In particular, the articles relating to the protection of employee labour rights, labour inspection, improvement of working conditions, and clarification of employer-employee relations have been changed.

From the point of view of protecting the employee's labour rights, the amendment made in 2019, restoring the full range of powers of the State Labour Inspectorate, was essential.

The unprecedented in-scope new draft of amendments to the Labour Code was approved by RA Government on January 26, 2023, and is now in the National Assembly. Changes are foreseen in 122 of the 266 articles of the LC.

In the document justifying the need for amendments to the LC, it is stated that the ILO Committee of Experts on the Application of Conventions and Recommendations direct requests and observations about the RA's convention reports, the comments of the European Commission of Social Rights on various articles of the Revised European Social Charter as well as Conclusions of the European Commission of Social Rights regarding possible inconsistencies related to the Revised European Social Charter in the domestic legislation of the RA were taken into account during the development of the Draft amendments.

In particular, changes were made in the articles related to social partnership and collective agreements, collective labour disputes, the role of trade unions, strikes, workers' leave, labour

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<sup>1</sup> ARM 826: Strengthened capacity of member States to ratify and apply International Labour Standards and to fulfil their reporting obligations.

<sup>2</sup> ARM 129: Increased capacity of labour administration and social partners on workplace compliance and better working conditions.

<sup>3</sup> Improving access to judicial and non-judicial remedies related to labour laws and standards in the Republic of Armenia, 2021; Assessment of the Labour Inspection System in the Republic of Armenia, 2022

contracts, and child labour rights. The definition of forced labour was given in the LC. Moreover, in addition to the definition of the concept of "compulsory or forced labour", the new Article 3.3 included in the draft established the prohibition of compulsory or forced labour. The ILO provided technical assistance regarding the wording of that article (on the prohibition of violence and harassment in the workplace) following the Violence and Harassment Convention, 2019 (No. 190).

At the same time, the draft laws of the RA "On Amendments to the Criminal Code of the RA " and "On Amendments to the Law of the RA "On Identification and Support of Persons Exposed to Human Trafficking and Exploitation" plan to align the term mandatory or forced labour from the point of view of ensuring uniformity.

### **Output 1.1.3.Consultations with RUEA and CTUA in labour legislation reform processes**

Despite the enormous amount of work aimed at improving labour legislation with the support of the ILO, specific problems arose during the Programme's implementation in terms of social partners' involvement. As a result of the interviews, it became clear that the Tripartite Partnership Institute did not function following the mandate of the ILO, and the level of tripartite cooperation was not sufficient. The ILO consulted with the tripartite partners separately. According to the evidence of RUEA, this approach is unacceptable and does not correspond to the tripartite partnership model of the ILO.

Despite the difficulties of organizing work in a tripartite format, the RUEA and the CTUA have been actively involved in improving labour legislation. They have made their voices heard by participating in discussions on other platforms, with letters addressed to the RA President, RA Prime Minister, RA Government, RA NA, MoLSA, and through mass media. There are many such examples: In an official letter dated<sup>4</sup> 24.11.2021 N 03-01/4 addressed to the RA Prime Minister, the CTUA expressed its concern regarding the non-compliance of the minimum wage setting procedures with the requirements of the ILO Convention No. 131.

The CTUA, in the letter (09.12.2021.N03-01/3), addressed to the RA Prime Minister, referred to the need for the ratification by RA of the following ILO Conventions: "Promotional Framework for Occupational Safety and Health Convention", 2006 (No. 187), " Occupational Safety and Health Convention", 1981 (No. 155), "Labour Inspection (Agriculture) Convention", 1969 (No. 129), "Safety and Health in Agriculture Convention", 2001 (No. 184), "Nursing Personnel Convention", 1977 (No. 149).

The new fundamental conventions ("Occupational Safety and Health Convention", 1981 (No. 155) and "Promotional Framework for Occupational Safety and Health Convention", 2006 (No. 187)) related to the policy of protecting healthy and safe work were presented. The role of trade unions in their possible ratification and application was discussed during a two-day round table held in Yerevan with the participation of ILO representatives, CTUA and the Branch Republican Unions presidents on December 2022.

### **Output 1.1.4.Technical assistance in amending and improving the RA legislation regulating social partnership**

The ILO has provided support to the tripartite partners in revising the legislation of the RUEA and CTUA. In particular, MoLSA and RUEA have been provided with principles for determining the representativeness of Employers' Organisations, related international experience, and a complex developed concept on the Employers' Union Law scope and content.

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<sup>4</sup><http://old.hamk.am/images/files/%D5%80%D5%80-%D5%BE%D5%A1%D6%80%D5%B9%D5%A1%D5%BA%D5%A5%D5%BF%D5%AB%D5%B6.pdf> (in Armenian)

The drafts of the laws "On Making Amendments and Supplements to the Law of the RA on trade unions" and "On Making Amendments and Supplements to the Law the RA on Employers' Unions" are in circulation.

The first draft was developed to expand the toolkit of trade unions to ensure the existence of active workers' unions. With the changes envisaged in the second draft, the minimum requirements for the membership of unions representing employers at the republican, branch and regional levels are reviewed. These changes aim to bring the legislation regulating the activities of workers' and employers' unions into line with the ILO conventions and the requirements of the Revised European Social Charter. ILO support will continue in 2023.

#### **Output 1.1.5. Technical advice and consultations on addressing the comments of the ILO supervisory bodies on the application of ratified ILO Conventions**

The ILO has provided technical advice to the representatives of the RA Government and social partners to submit reports on the application of ratified conventions following Article 22 of the ILO Charter, as well as to respond to the comments and observations of the ILO supervisory bodies. The main emphasis was the presentation of inconsistencies in the RA labour legislation with the requirements of the ILO Governance Labour Inspection Convention, 1947 (No. 81).

The CTUA submitted observations to the RA Government regarding the Convention on Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87) (2 times), Workers' Representatives Convention, 1971, (135), Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18), Workmen's Compensation (Accidents) Convention, 1925 (No. 17) (2 times), Collective Bargaining Convention, 1981 (No. 154), Labour Relations (Public Service) Convention, 1978 (No. 151), Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), Right to Organise and Collective Bargaining Convention, 1949 (No. 98), Minimum Wage Fixing Convention, 1970 (No. 131), Labour Inspection Convention, 1947 (No. 81), Equal Remuneration Convention, 1951 (No. 100) in 2019-2022.

The Committee of Experts, taking as a basis the reports of the RA Government and the observations of the social partners submitted to them in 2019-2021, referred to 9 ILO conventions, including the Workmen's Compensation (Accidents) Convention, 1925 (No. 17), Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18), Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87), Right to Organize and Collective Bargaining Convention, 1949 (No. 98), Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144), Minimum Age Convention, 1973 (No. 138), Worst Forms of Child Labour Convention, 1999 (No. 182), Forced Labour Convention, 1930 (No. 29), regarding which to the RA Government submitted observations and/or a request to submit a direct answer<sup>5</sup>.

For example, concerning Workmen's Compensation (Accidents) Convention, 1925 (No. 17) and Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18), the CEACR requested a direct response from the Government, proposing to consider ratification of C121 (Employment Injury Benefits Convention, 1964, (No. 121)) or Part VI of ILO Social Security (Minimum Standards) Convention, 1952 (No. 102)).

#### **Output 1.1.6 Analysis of the reporting practices and training to address the reporting implementation gaps and improve reporting practices under ratified ILS and application of ILS, to better comply with reporting obligations as well as enhance capacity to comply and implement ILS in law and practice.**

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<sup>5</sup> The source: Report of the Committee of Experts on the Application of Conventions and Recommendations, International Labour Conference, 108th Session, 2019, International Labour Office, Geneva

The MoLSA did not find appropriate organising training on the preparation of the ILS reports. However, the ILO provided the MoLSA and social partners with a Handbook<sup>6</sup> of procedures related to international labour conventions and recommendations.

Table 1. Progress made towards outcome 1.1

<b>Outcome 1.1:</b> Labour law is developed/amended in line with International Labour Standards, with a view to improving working conditions, safeguarding occupational safety and health, and improving the enabling environment for sustainable enterprises		
<b>Indicators</b>	<b>Progress at the end of 2022</b>	<b>Comments</b>
<b>Indicator 1.1.1</b> Number of revisions and/or amendments made to the labour legislation is in line with International Labour Standards	Achieved	The LC was amended 21 times in 2019-2021.  The unprecedented in-scope new draft of amendments to the LC was approved by RA Government on January 26, 2023, and is now in the National Assembly. Changes are foreseen in 122 of the 266 articles of the LC.
<b>Indicator 1.1.2:</b> Number of legal acts/labour legislation developed and/or revised in close consultations with RUEA and CTUA	Achieved partially	The drafts of the laws "On Making Amendments and Supplements to the Law the RA on trade unions" and "On Making Amendments and Supplements to the Law the RA on Employers' Unions" are in circulation.  The adoption of sub-legal acts deriving from the LC has been delayed due to delays in amending the LC.
<b>Indicator 1.1.3:</b> Number of measures taken by the Government and social partners to promote the ratification of ILS and apply the ILO fundamental Conventions	Achieved partially	The CTUA submitted observations to the RA Government regarding convention No. C087 (2 times), C135, C018, C017 (2 times), C154, C151, C144, C135, C098, C131, C081, C100 in 2019-2022.  The CTUA, in the letter (09.12.2021.N03-01/3), addressed to the RA Prime Minister, referred to the need for the ratification by RA of the following ILO Conventions: "Promotional Framework for Occupational Safety and Health Convention", 2006 (No. 187), "Occupational Safety and Health Convention", 1981 (No. 155), " Labour Inspection (Agriculture) Convention", 1969 (No. 129), " Safety and Health in Agriculture Convention", 2001 (No. 184), "Nursing Personnel Convention", 1977 (No. 149).

<sup>6</sup> The source: Final Internal Evaluation Support GSP + beneficiary countries to effectively implement ILS and comply with reporting obligations, p.16.

<p><b>Indicator 1.1.4:</b> Tripartite partners effectively use the updated ILO information resources and reporting system to increase the quality of the reports.</p>	<p>Achieved partially</p>	<p>The MOLSA did not find organising training on ILS reports appropriate. However, the ILO provided the MoLSA and social partners with a Handbook of procedures related to international labour conventions and recommendations.</p> <p>No evidence of increasing the quality of the reports.</p>
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### Conclusions on Outcome 1.1

According to the interviews, the ILO provided invaluable support to the RA Government and social partners to achieve Outcome 1.1.

As a result of the large-scale expert assistance provided to tripartite partners in bringing the RA labour legislation, particularly the Labour Code, into line with ILS, there are already several tangible results in the field of human rights protection. The most prominent of them are: a) The Labour Code was amended 21 times in 2019-2022, most of which were aimed at aligning labour relations with international obligations: for example, the definition of forced labour was given in the LC, b) with the amendment in the LC in 2019 (entered into force in 2021), the State Labour Inspectorate main functions were restored, c) another large-scale package of amendments to the Labour Code was approved by the Government and submitted to the National Assembly (122 of the 220 articles of the code were amended), d) several other legal acts related to labour legislation were developed and are circulating, such as draft laws on amendments to the Laws on Trade Unions and Employers' Unions. Despite the enormous changes made in the Labour Code, according to the respondent's information, they are mainly aimed at regulating individual labour relations. There is still a lot to be done in regulating collective labour relations.

As a result of the evaluations of the labour inspection system, the necessity of introducing an Alternative Dispute Resolution (ADR) system was substantiated. With the support of the ILO, the proposed system's draft model was developed by the MoLSA, which is currently under discussion.

Despite the listed achievements, according to the interviewees, it was impossible to ensure the harmonious cooperation of the tripartite partnership, which was also manifested in legislative reforms. The drafts of the developed legal acts were not submitted to the opinion of the RTC; thus, the requirement of the Republican Collective Agreement (RCA) was not fulfilled.

The scores of Outcome 1.1 for the criteria **Delivery of outputs** is Very satisfactory (6), and **Use of outputs by partners** is Satisfactory (5), and **Progress made towards outcomes** is Moderately Satisfactory (4). The overall assessment of the Outcome 1.1 is Satisfactory (5).

### Recommendations on Outcome 1.

- After adopting the draft laws listed above, re-examine the labour legislation to assess its compliance with ILS.
- Support the tripartite partners in informing the public after adopting the amendments to the Labour Code.
- Assist the Government in adopting sub-legal acts arising from the amended legal acts.
- Continue and complete the improvement of mechanisms regulating labour relations, mainly the process started in OSH (new Programme).

## Outcome 1.2: Workplace compliance and labour law enforcement improved to protect labour rights and ensure safe working conditions.

There are four indicators to measure the progress of Outcome 1.2. A summary of indicators, progress and comments on actions taken are presented in [Table 8](#).

To achieve this Outcome, the ILO support was done through USDOL funded project thus contributing to the ARM 129 result<sup>7</sup>.

Throughout the implementation of the project, the ILO has provided extensive advisory support to improve Armenia's inspection system. It was carried out in the following main directions: a) Improvement of the legal framework related to the labour inspection system and compliance with the requirements of the ILO Labour Inspection Convention (No. 81), b) the introduction of a non-judicial system for the resolution of labour disputes, c) strengthening the capacities of the inspection body, d) strengthening the capacities of employers' unions and trade unions.

### Output 1.2.1 Revision of the relevant legislation taking into consideration the comments of the ILO supervisory bodies

The ILO has supported partners in promoting and implementing the fundamental ILO Conventions, assisting them in ongoing Labour Inspection System reform processes, focusing on ensuring that system bodies have the powers, structure, resources and capacity to ensure compliance with labour law provisions.

The ILO has presented the Government and social partners with inconsistencies in implementing the Labour Inspection Convention 1947 (No. 81), referring to the observations from ILO supervisory bodies and proposing solutions to improve the regulatory framework.

As a result, the status of the inspection body has been changed by the RA Law "On Amendments to the Labour Code of the RA"<sup>8</sup> adopted on 21.03.2018 and the RA Prime Minister's decision N 755-L<sup>9</sup> adopted on 11.06.2018. The RA Health and Labour Inspection Body (HLIB) was established. It was entrusted with the statutory powers to supervise the health and safety of workers and perform other functions defined by law. An office for coordination of bodies of inspection services was established under the office of the Prime Minister. The MoLSA was recognized as responsible for policy development in the field of labour. The evaluation of the Labour Inspection (2022) highlighted the legislative problems and gaps still existing in the Labour Inspection system and presented recommendations to solve them, based on which a road map of actions is being developed ([see Outcome 1.1.](#)).

### Output 1.2.2 Technical assistance in drafting a Strategy on improving compliance with labour legislation and OSH laws and regulations through labour inspection and development of the relevant action plan; support in drafting a decree on defining systemic approaches on OSH in organisations and training of OSH specialists

The main rules for ensuring the health and safety of workers were intended to define in the RA Government's Decision No. 1978-N, December 26, 2019<sup>10</sup>, "On Approving the National Strategy for the Protection of Human Rights and the Action Plan arising from it for 2020-2022" ([Annex 2](#), Clause 72)<sup>11</sup>.

With the ILO's support to create a culture of advisory inspections, the checklists of risk-based inspections carried out by the labour protection inspection body were developed, approved, and

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<sup>7</sup> Increased capacity of labour administration and social partners on workplace compliance and better working conditions

<sup>8</sup> <https://www.arlis.am/DocumentView.aspx?docid=120722>, (in Armenian)

<sup>9</sup> <https://www.arlis.am/DocumentView.aspx?docid=123789>, (in Armenian)

<sup>10</sup> <https://www.irtek.am/views/act.aspx?aid=152317>, (in Armenian)

<sup>11</sup> The source: <https://www.e-draft.am/projects/4097/justification>, (in Armenian)

published by the decision of the RA Government No. 718-L on 30.04. 2020 (it was supplemented by decision No. 299-N of 10.03.2022)<sup>12</sup>.

A Strategic Compliance Planning tool has been developed and is in the process of approval. It will enable the inspection body to design scheduled inspections and implement preventive measures based on risks, thus helping the employer to avoid penalties and fines.

The selection of the target sub-sectors for the application of the instrument was carried out within the framework of discussions and events organized with the active participation of social partners, including health services and mining industry trade unions and employer representatives.

A three-day round-table discussion was organized for 30 members of the mining, metalworking and jewellers' unions of the CTUA with the support of ILO in September 2022. The topics discussed were "Management methods in sectoral enterprises, planning related to work safety in the workplace and strengthening of social dialogue". It was suggested to the participants in the mining sector, where the highest occupational safety risks are recorded, to create a joint Health and Safety Committee and to strengthen social dialogue as a prerequisite for maintaining occupational safety. Soon, another workshop is planned with the same branch union.

In case of adopting the amendment provided for in Article 248 of the RA LC (Organisation of safe performance of work), a draft decision on the basic rules and norms for protecting the health and safety of employees in the workplace will be developed.

**Output 1.2.3 Capacity-building of labour inspection services to provide advisory services and enforce relevant labour legislation, implement targeted labour inspection system strategies, conduct workplace assessment, with a particular focus on ILO fundamental conventions, collect data and improve reporting, as well as promotion of advice-based inspection functions with participation of social partner**

The ILO has provided advice and technical assistance to the Government, social partners and relevant national institutions to strengthen cooperation and bring workplaces into compliance.

To strengthen the capabilities of the inspection body, Training Needs Assessment was initiated by the ILO and conducted in collaboration with the HLIB. The problems were highlighted, for which the ILO regularly conducted training for the management staff of the HLIB and labour inspectors. During the training, topics such as a) compliance of the legislative and institutional system of Armenia with the ILO Labour Inspection Convention, 1947 (No. 81), b) assessment and management of workplace risks, c) implementation of consultative inspection functions with the participation of social partners, d) key issues on the soft skills of the Labour Inspectors, e) labour inspection guidelines and procedures of Armenia were presented. The International experience of labour administration and labour inspection and innovative tools were also presented to the participants.

Eight representatives from the HLIB participated in the "Modernizing Labour Administration and Inspection through Transformative Technology" event organized by the ILO LABADMIN/OSH on 23 November 2021. Two senior labour inspectors from the Department for Supervision over Labour Legislation participated in the E-Academy on "Labour Administration, Labour Inspection and Workplace Compliance" organized by the ILO LABADMIN/OSH jointly with the ILO/ITC on 15-26 November 2021, and 37 labour inspectors participated in the four-day workshop on "Armenia's labour inspection Guidelines and Procedures" in Aghveran, Armenia. The representatives of Armenia, including the HLIB, participated in the workshop dedicated to the national OSH Programmes and Systems, organized in Turin in June 2022, jointly with the ILO/ITC and the ILO SafeWork Programme.

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<sup>12</sup> <https://www.arlis.am/DocumentView.aspx?DocID=163337>, (in Armenian)

The information materials and tools, including the ILO-ITC training modules, with ILO support, were developed, translated and provided to the tripartite partners, which the HLIB applied by conducting staff training and large-scale awareness activities. For example, based on the Guide to Measuring Forced Labour, translated into Armenian at the request of the HLIB, the Guide to Indicators of Forced Labour in Armenia was developed. The video "Occupational Safety and Health at Work" has been translated into Russian.

To combine the efforts of the projects implemented by various international structures to improve labour legislation, the HLIB is also involved in similar projects implemented in the frameworks of the Armenia–EU Comprehensive and Enhanced Partnership Agreement (CEPA) and CIS member states and the Mongolian regional alliance.

Taking into account the critical role of courts, and therefore lawyers, in enforcing labour legislation, particularly in resolving labour disputes, a new framework of cooperation was formed with the support of the ILO. According to the agreement reached with the RA Association of Judges and the RA Chamber of Advocates, it is planned to create an electronic manual of courses on international and national labour law regulations and conduct training for judges and lawyers during 2023 through the RA Academy of Justice in online or face-to-face options.

ILO support for the improvement of the Inspection Body will continue during 2023 in 2 directions: a) Capacity building of the Inspection Body and b) Implementation of new digital tools. The task is to implement the training of trainers (TOT), which will ensure the continuous transfer of the acquired knowledge to all parts of the system and to equip the HLIB with several digital tools (ECMS electronic platform, Smart Chatboth, Calculate my time mobile application) to increase work efficiency, system visibility, as well as the capabilities of obtaining and analyzing statistical data.

To create an electronic case management platform (ECMSE), the ILO supported the implementation of inspection functions mapping and developing the technical task.

Guidance on creating a grievance mechanism is being developed to resolve workplace disputes amicably.

**Output 1.2.4 Capacity-building of social partners, through institutionalized social dialogue or otherwise, to promote workplace compliance, strengthening the participatory role of social partners, the inclusion of social partners in the Inspectorate Governing Board and legislative regulation ensuring social partners' participation.**

The ILO provided advice and technical assistance to the Government, social partners and relevant national institutions to strengthen cooperation and bring workplaces into compliance.

With the support of ILO Seminars, webinars, round table discussions, and awareness-raising events were regularly organized with the participation of tripartite partners. For example, the parties of the Tripartite Partnership participated in the sub-regional tripartite conference "Promoting Competitiveness and Productivity through Regulation and Compliance of Labour Laws" held in Moscow.

On May 3, 2022, around 30 representatives of the tripartite partnership, as well as representatives of the business community and the media, participated in the event organized with the support of the HLIB, dedicated to the annual World Day of OSH. The main message of all the implemented events to partners was: safety and health in the workplace can only be achieved through established social dialogue.

According to the interviewers, although the cooperation between the HLIB and social partners is on a good basis, the latter's participation in the management of the Inspection Body is not guaranteed by law, and the representatives of the CTUA and RUEA are not included in the HLIB Management Board.

*Table 2. PROGRESS MADE TOWARDS OUTCOME 1.2*



**Outcome 1.2: Workplace compliance and labour law enforcement improved to protect labour rights and ensure safe working conditions**

Indicators	Progress at the end of 2022	Comments
1.2.1 Legislative framework for labour inspection system amended in line with the ILO Convention 81	Achieved partially	The legal framework related to the labour inspection system has improved significantly, in line with the requirements of the Labour Inspection Convention, 1947 (No. 81). However, there are still some inconsistencies in the legal framework, which, among other problems, a) limit the actions of inspectors, b) do not provide social partners participate in the Management Board.
1.2.2 Strategy on improving the compliance of labour legislation and occupational safety and workers' health is developed on a tripartite basis and adopted by the Government	Achieved partially	A draft strategy has been developed but has not yet been adopted.
1.2.3 Number of "checklists" for inspections on labour protection developed on a tripartite basis.	Achieved partially	Five "checklists" have been developed, but the participation of social partners in the development phase has not been ensured.
1.2.4 Number of new initiatives/measures taken by the Government and social partners to improve workplace compliance.	Achieved partially	It is planned to introduce three digital tools, the development process of which has started. The work continues in 2023.

**Conclusions on Outcome 1.2**

Respondents highly rated ILO support for Outcome 1.2. The legal framework related to the labour inspection system has been significantly improved, in line with the requirements of the ILO Labour Inspection Convention (No. 81). The main functions of the Labour Inspection Body have been restored, including the function of controlling labour relations. The number of labour inspectors increased by 60. As a result of the structural changes of HLIB, the Department of Supervision of Labour Legislation was created, consisting of 2 divisions: Workers' Health Protection and Safety and Legal Supervision of Labour Legislation.

Despite this, there are still some inconsistencies in the legislative field, which, among other problems, limit inspectors' actions and don't ensure the participation of social partners in the Management Board<sup>13</sup>.

As a result of a large number of training, conferences, and awareness-raising events, the capabilities of the Labour Inspection Body have been strengthened. In 2022, 382 applications (301 in 2021) were

<sup>13</sup> The source: Assessment of the Labour Inspection System in the Republic of Armenia, 2022, p. 15-20

received in the field of labour law, including employee health protection and safety, and 987 administrative proceedings were initiated (355 in 2021, 149 in 2020)<sup>14</sup>.

In 2022, compared to 2021, the number of inspection visits increased from 52 to 184, of which 125 were in the mining sector.

Considering that the main changes were implemented in the legislative field, it is assumed that the sustainability of this Outcome 1.2 is ensured. The HLIB Annual Activity Plan for 2023<sup>15</sup> also evidenced stability. The problems and identified risks in the field of labour law, including the health and safety of employees, the schedule of measures aimed at their reduction and elimination, and the Programme of preventive and awareness-raising measures, were presented in the Activity Plan separate sections.

Among the actions defined by the plan, there is a place for the development of legal acts defining the requirements for ensuring the health and safety of employees, as well as large-scale prevention and awareness activities.

The scores of Outcome 1.2. for the criteria Delivery of outputs is Satisfactory (5), Use of outputs by partners and Progress made towards outcomes are Moderately satisfactory (4). The overall assessment of the Outcome 1.2 is Moderately satisfactory (4).

### Recommendations on Outcome 1.2

- To support tripartite partners in consistently continuing their efforts to bring the legislative framework of the Labour Inspection System into compliance with the ILO Labour Inspection Convention, 1947 (No. 81).
- Continue and complete the improvement of the inspection system of Armenia, in particular, creating a non-judicial system for resolving labour disputes, focusing on the consultation-judiciary with the participation of social workers.

### Outcome 1.3: Increased capacity of the Government and social partners to facilitate the transition to formality.

Three indicators were developed to measure Outcome 1.3 progress. A summary of the indicators, progress made based on the actions taken and comments are presented in [Table 9](#).

The ILO quickly reformulated actions for Outcome 1.3 in discussions with tripartite partners to develop and implement adequate measures focused on assessing the impact of COVID-19 on employment, including the informal sector.

The aim to reduce the shadow sector of the economy, which will ensure equal conditions for all participants in economic life, is defined in the RA ADS 2014-2025<sup>16</sup> and the RA Government Programme 2021-2026<sup>17</sup>.

To achieve this result, the ILO, through a project<sup>18</sup> budgeted from the Regular Budget Supplementary Account (RBSA) fund and coordinated by the DWT/CO-Moscow office, supported the tripartite partners in providing a methodology for diagnosing the informal economy and submitting ILO

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<sup>14</sup> The source: The HLIB Annual Activity Plan for 2023, (in Armenian)

<sup>15</sup> [https://www.hlib.am/wp-content/uploads/2022/12/2Cragir\\_Gorcuneutyan\\_2023.pdf](https://www.hlib.am/wp-content/uploads/2022/12/2Cragir_Gorcuneutyan_2023.pdf) (in Armenian)

<sup>16</sup> <https://www.gov.am/files/docs/1322.pdf> (in Armenian)

<sup>17</sup> <https://www.gov.am/files/docs/4586.pdf> (in Armenian)

<sup>18</sup> Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises, 01.07.2020-01.01.2023

Recommendation 204. Some actions aimed at this result were carried out through a project implemented in cooperation with the Russian company LUKOIL<sup>19</sup>.

### **Output 1.3.1 Awareness-raising and knowledge-sharing activity on informality, best international practices and measures aimed at facilitating formalization (in collaboration with EMP/LAB and INWORK)**

In June-July, 2020, with the support of ILO DWT/CO Moscow, three interregional webinars were organized, dedicated to the issues of expanding social security coverage for workers in the informal economy, presenting the methodology of rapid assessment of the impact of COVID-19 on the informal sector of the economy and preventive measures. The guide "Expansion of social security among informal economy workers: lessons from international experience"<sup>20</sup> was translated into Russian and distributed to partners.

With the methodology developed by the ILO EMPLAB Branch, the ILO supported the MoLSA in conducting a Rapid Assessment<sup>21</sup> of the Impact of the Pandemic on the Labour Market and Employment. The assessment results were used to plan further ILO initiatives to support the Government and social partners.

Among other studies, taking into account the results of the labour market and the economy ILO rapid assessment, as well as the results of the global survey of the impact of COVID-19 on enterprises, the RA Government initiated and implemented 22 Programmes and measures aimed at the economic impact of COVID-19 and social impact mitigation.

During the online seminar conducted in 2021, the analysis of unemployment insurance cases and the experience of countries with high levels of informal employment was presented to the MoLSA and social partners ([see Outcome 2.2](#)).

### **Output 1.3.2 A country diagnosis of informality developed by constituents, with the ILO support**

With the support of the ILO, studies aimed at assessing the impact of COVID-19 were carried out by social partners. The research "Impact of The Covid-19 Pandemic on Employment in Armenia: Challenges of Trade Unions on the Way in Promoting Decent Work for Workers of the Informal Economy"<sup>22</sup> was carried out by the initiative of the CTUA. The study addressed the impact of the pandemic on formal and informal employment, and the projects implemented in RA aimed at mitigating the socio-economic consequences caused by the pandemic.

The possibilities of formalization of informal employment were studied; in particular, the problems of decent work of workers of online work platforms were emphasized. The challenges of social partnership and the trade union movement were also considered in the study context. Several valuable recommendations were presented to the CTUA to overcome the discovered problems. Among the proposals was the possibility of observing the ratification of some sections of the ILO Social Security (Minimum Standards) Convention, 1952 (No. 102), initiating steps to promote social partnership, protecting the rights of the informal sector, including platform workers, and improving the quality of provided services.

The study "Assessing the Impact of COVID-19 on Companies in Armenia", initiated by the RUEA, was conducted following the ILO SCORE Global Covid-19 Enterprise Survey methodology.

The topics investigated were OSH challenges, companies' response to the situation, support needs, and the level of the informal economy. As a result of the study, proposals aimed at the formalization

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<sup>19</sup> Partnerships for Youth Employment in the Commonwealth of Independent States, Phase II

<sup>20</sup> <https://www.social-protection.org/gimi/RessourcePDF.action?id=56764>

<sup>21</sup> [https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms\\_762029.pdf](https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms_762029.pdf) (The assessment was funded by the project Partnership for Youth Employment in the Cooperation of Independent States (CIS), Phase II).

<sup>22</sup> [http://old.hamk.am/post\\_view.php?lang=eng&id=505](http://old.hamk.am/post_view.php?lang=eng&id=505)

of the economy were presented, such as reducing the tax burden, ensuring the participation of employers in decision-making processes, providing Government support through educational programmes and other services, as well as a thorough review of legislation related to doing business. As a result of the study, the RUEA developed a policy paper<sup>23</sup>. The RUEA has also conducted legal, regulatory and institutional environment analysis to contribute to the formalization of enterprises in Armenia<sup>24</sup>. The RUEA, with the support of the ILO, conducted an analysis of Armenia's tax system, foreign direct investment and export and digitization sectors, highlighted the main obstacles to enterprises' activities in these sectors in the context of Covid-19 and proposed their possible solutions. The research results were published in a report prepared by the ILO Enabling Environment for Sustainable Enterprise (ESEE) programme<sup>25</sup>.

ILO, introducing international experience to workers' and employers' organisations, has provided support in developing and delivering new or revised services in the informal economy and in taking measures towards formalization (see [Outcome 3.3](#) and [Outcome 3.4](#)).

As a result of the acquired knowledge and skills, the RUEA and the CTUA have carried out large-scale awareness and consulting work among their beneficiaries to overcome the difficulties caused by the pandemic and the war and protect labour rights.

The RUEA provides its members with online advice in several business-related areas. In addition, through his Facebook page, he provided employers with information on state support programmes aimed at mitigating the consequences of COVID-19.

The ACT/EMP's SCORE Programme guidance "Six-Step Business Continuity Planning during Covid-19" has been presented to employers through online training by RUEA. It is available as an open resource on the online platform [https://rise.articulate.com/share/POHX7L0sTq60fVvrtYr32pz2Xlp0ODrD#](https://rise.articulate.com/share/POHX7L0sTq60fVvrtYr32pz2Xlp0ODrD#/).

### **Output 1.3.3 Tripartite policy recommendations to facilitate formalization developed by constituents based on a country diagnosis**

Amendments and supplements were made to the RA Labour Code at the initiative of the CTUA in April 2020 (entered into force in May) related to the regulation of labour relations during pandemics and other types of disasters<sup>26</sup>.

The RUEA, in cooperation with the Deputy Prime Minister's Office and the Ministry of Economy, presented to the Government a package of policy proposals consisting of 14 points aimed at the support of enterprises, socio-economic reforms, and promotion of social policies (see [Outcome 3.4](#)).

### **Output 1.3.4 Training of tripartite constituents on facilitating the transition to formal employment, in line with the ILO Recommendation 204**

The ILO Transition from the Informal to the Formal Economy Recommendation, (2015) No. 204 was introduced to tripartite partners through research papers, policy papers, outreach campaigns and training (See [Outcome 1.3](#)).

### **Output 1.3.5 Technical support to constituents to develop and implement gender-sensitive services/measures to facilitate a transition to formality**

RUEA and CTUA were supported to develop and deliver new or revised services in the informal economy and to take measures towards formalization (see [Outcome 3.3](#) and [Outcome 3.4](#)). No data on the introduction of new services were found in this direction.

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<sup>23</sup> [policy-paper-COVID19-impact-eng.pdf \(employers.am\)](#)

<sup>24</sup> <https://employers.am//storage/files/assessing-the-COVID19-19-impact-in-armenia-eng.pdf>

<sup>25</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---ifp\\_seed/documents/publication/wcms\\_842656.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/publication/wcms_842656.pdf)

<sup>26</sup> <https://www.arlis.am/DocumentView.aspx?docid=142123>

Table 3. PROGRESS MADE TOWARDS OUTCOME 1.3

<b>Outcome 1.3: Increased capacity of the Government and social partners to facilitate the transition to formality</b>		
<b>Indicators</b>	<b>Progress at the end of 2022</b>	<b>Comments</b>
1.3.1 Tripartite recommendations aimed at facilitating formalization are in line with the ILO Recommendation 204 concerning the transition from the informal to the formal economy	Not achieved	
1.3.2 Number of women and men staff of targeted institutions who demonstrate improved knowledge and skills on the issues of formalization	Achieved partially	It is necessary to apply appropriate tools (e.g., an evaluation questionnaire before the start of the project and after its completion) to assess this indicator.
1.3.3 Number of gender-responsive policy initiatives, services or measures taken by social partners to facilitate a transition to formality.	Achieved partially	

### Conclusions on Outcome 1.3

According to the interviewees, the ILO's support for Outcome 1.3 was consistent with the priorities and strategic plans of the Government and social partners formed in the COVID-19 context.

As a result of the evaluations of COVID-19 on the economy carried out by the tripartite partners, the RA Government implemented 22 measures to mitigate the consequences of the pandemic, 9 of which were aimed at eliminating economic and 13 at social consequences. Those employed in the informal economy did not benefit from the implemented measures.

The RUEA has submitted to the Government a package of policy proposals consisting of 14 points aimed at promoting enterprise support, socio-economic reforms, and social policies.

At the initiative of the CTUA, supplements and amendments were made to the RA LC, which was related to the regulation of labour relations during pandemics and other types of disasters.

Without diminishing the importance of the activities carried out with the support of the ILO, the interviews with the tripartite partners, as well as the desk review, document that no significant steps have been taken in the direction of the formalization of the economy; moreover, the informal sector of the economy needs in-depth study, both the volume assessment and the in-depth obstacles that hinder formalization from the point of view of raising the issues.

All the actions aimed at this Outcome, which were planned to be carried out jointly by the three sides of the tripartite partnership, were not carried out due to the failure of the work of the RTC.

The score of Outcome 1.3 for the criteria Delivery of outputs is Satisfactory (5), the Use of outputs by partners is Moderately satisfactory (4), and Progress made towards outcomes is Moderately Unsatisfactory (3). The overall assessment of the Outcome 1.3 is Moderately satisfactory (4)

### Recommendations on Outcome 1.3

- Continue the work to formalise the informal sector of the economy; in particular, discuss with the social partnership parties the possibility of assessing the informal sector of the economy.
- Carry out work towards ratifying ILO Convention No. 129 ("On Labour Inspection in Agriculture").

## Priority 2. Improving employment policy and enhancing employability of women and men

The second priority of the Programme is entirely in line with the priorities of the RA Government and UNDAF/UNSCF and is aimed at SDGs 1, 4, 5, and 8 It's directed to create an employment policy that provides conditions for economic growth and decent work (see [Annex 3](#)).

For the Programme's second priority, three Outcomes are defined, and 10 indicators are planned to evaluate the progress.

### Outcome 2.1: National employment strategy developed to support inclusive and sustainable economic growth

ILO support to the RA Government directed to Outcome 2.1 implemented through RBSA budgeted project<sup>27</sup> contributed to achieving ARM 152<sup>28</sup> Country Programme Outcome.

The three indicators were developed to measure the progress of Outcome 2.1. A summary of indicators, progress and comments on actions taken are presented in [Table 10](#).

#### Output 2.1.1 Support the creation of an inter-ministerial coordination mechanism to formulate, implement and review a national employment strategy

In 2022, the Government initiated the development of a new employment strategy as a strategy for 2022-2026. A document under the Labour and Social Protection Strategy. The ILO provided technical comments and recommendations on the two strategic documents. Neither strategy has yet been adopted by the Government.

It was planned to form an inter-ministerial working group with the participation of the MoLSA, MoESCS (Ministry of Education, Science, Culture and Sport), and MoE (Ministry of Economy) (3 participants from each), to coordinate the work of developing a comprehensive strategy for the social protection sector including representatives of international organisations (WB, UNICEF, UNDP, ILO). According to the respondents, the working group has not been formed.

#### Output 2.1.2 Conducting analysis on the results of the implementation of the State Employment Strategy 2013-2018 and providing recommendations on effective labour market regulation, based on the results of the analysis

With the support of ILO, based on the results of the evaluation of the employment strategy 2013-2018 carried out by the ILO, as well as the analysis of the labour market of Armenia, the National Employment Strategy 2019-2023 draft was developed.

Twelve main principles, taking into account the results of the assessment, were laid down in the basis of the Strategy Programme, including the adoption of an active youth-centred (including persons with disabilities) employment policy, which will contribute to the development of human capital, the formation of a knowledgeable workforce following the needs of the economy, the reduction of the

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<sup>27</sup> Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue, 01/07/2020-28/02/2023.

<sup>28</sup> Improved capacity of the Government to implement, monitor and evaluate policies and programmes to increase employability of women and men in the labour market.

number of the working poor, and the modernization of the labour remuneration system, increasing and strengthening the level of reliability of employee protection. At the same time, informal employment was planned to be reduced, the highest possible level of labour supply and demand balance will be ensured in the labour market, unemployment among the population will be reduced, and guarantees of decent work for the person will be provided<sup>29</sup>.

An assessment of the financial stability of active labour market policy programmes was carried out with ILO support. A report was prepared to reflect employment issues in national development policies, the state budget, and regional and sectoral development Programmes.

### **Output 2.1.3 Technical support in drafting a new National Employment Strategy, in close consultations with social partners and other national stakeholders (including by providing National Employment Policy Course in ITC Turin)**

The draft of the National Employment Strategy 2019-2023 was developed by the MoLSA with the support of the ILO and submitted to the Government. Due to the COVID-19 pandemic, the Government has postponed the adoption of the project. The Government again embarked on strategy development in 2021, with a vision to develop a comprehensive Labour and Social Protection Strategy with sectoral strategic documents, including a National Employment Strategy.

The ILO held regular consultations with the MoLSA and social partners to discuss the directions of technical assistance in designing the new employment strategy.

In 2022, at the request of the MoLSA, The ILO commented on the TOR and draft of the Labour and Social Protection strategy under the coordination of UNICEF and its sub-document National Employment Strategy (NES) developed under the coordination of UNDP, emphasizing the inconsistencies of the provisions in the draft documents with ILO conventions and providing recommendations for improvement.

Representatives of the tripartite partnership participated in webinars and distance learning on various topics, including the Employment Academy organized by the ILO Turin International Training Center (2019, 2 participants, 1 woman) and the training on Pension Policy (5 participants, 4 women).

In October-December 2021, the ILO Moscow office organized three webinars for the parties of the tripartite partnership in Armenia, presenting ILS (Employment Policy Convention, 1964 (No. 122), and Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), Social Security (Minimum Standards) Convention, 1952 (No. 102) and Social Protection Floors Recommendation, 2012 (No. 202) and discussed the possibility of applying their provisions at designing the social protection strategy. Representatives of UNICEF and the consulting company developing a Labour and Social Protection Strategy also participated in the webinar dedicated to employment policy.

### **Output 2.1.4 Capacity-building of staff of the Ministry of Labour and Social Affairs (MoLSA), other relevant ministries and social partners on formulating employment policies, good international practices in developing and implementing national employment strategies and Programme**

To review the national employment strategy, according to the methodology developed by the ILO EMPLAB Branch, a rapid assessment of the impact of the pandemic on the labour market and employment was carried out and published with ILO support, highlighting the emerging issues and existing policy responses, in October 2020.

With ILO support, large-scale measures aimed at developing the capacities of the staff of the MoLSA and USS for the development of employment policies were carried out ([see Outcome 2.1](#)).

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<sup>29</sup> Employment Strategy 2019-2023 of the Republic of Armenia, Yerevan 2019, p. 6

Training on "Management of Policy Processes" was conducted for policymakers (31 participants, 20 women). A series of training organized in collaboration with the ILO DWT/CO Moscow, European Center for Social Policy Welfare and Research, aimed at capacity building of policymakers, social workers and employment counsellors<sup>30</sup> (30 participants) (see [Outcome 2.2](#)).

In May 2022, with ILO support, training was organized for the RA Statistical Committee specialists on ICSE-18 and ISCO-08 classifiers, and the possibility of their implementation was discussed.

The RA Statistical Committee specialists participated in the training course "Preparation and Adaptation for Future Work: Statistics and Analysis" at the ILO/ITC in Turin.

#### **Output 2.1.4 Technical support to MoLSA on NES monitoring and evaluation**

The ILO supported the development of NES monitoring baseline and target indicators.

*Table 4. PROGRESS MADE TOWARDS OUTCOME 2.1*

<b>Outcome 2.1: National employment strategy developed to support inclusive and sustainable economic growth</b>		
<b>Indicators</b>	<b>Progress at the end of 2022</b>	<b>Comments</b>
2.1.1 Inter-ministerial coordination mechanism is established for the development of a national employment strategy	Not achieved	
2.1.2 National Employment Strategy, based on International Labour Standards and promoting sustainable economic growth, is adopted, after consultations with, and validation by, the social partners	Achieved partially	A National Employment Strategy has been designed but not adopted.
2.1.3 Number of women and men staff of MoLSA, other Government institutions and social partners trained on formulation, implementation, monitoring and evaluation of employment frameworks.	Achieved	The number of MoLSA, other Government institutions and social partners staff of capacity-building training participants is 162, of which 103 are women.

#### **Conclusions on Outcome 2.1**

All actions aimed at this result correspond to the priorities of the RA Government and Social Partners. In cooperation with UNICEF and UNDP accordingly, the ILO provided expert and technical support to develop national strategies for Labour and Social Protection (umbrella strategy) and Employment.

ILSs were presented to the tripartite partners to apply them when designing the strategies, thus also preparing the ground for adopting international conventions.

<sup>30</sup>[https://www.ilo.org/moscow/news/WCMS\\_864731/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_864731/lang--en/index.htm)  
[https://www.ilo.org/moscow/news/WCMS\\_845637/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_845637/lang--en/index.htm)



Despite the support provided, according to the ILO comments, the draft NES still does not meet the requirements of the ILO Employment Policy Convention, 1964 (No. 122), Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) and Labour Administration Convention, 1978 (No. 150), in particular, it does not include the comments made by ILO experts on the previous strategy, ignores the rights of women and persons with disabilities, the requirements to create a safe and healthy working environment, and to promote social dialogue. The sustainability of Outcome 2.1 will be ensured if the "Labour and Social Protection Strategy 2022-2026" and the National Employment Strategy are adopted before the end of the Programme.

According to the interviewees, the knowledge and skills provided during the large-scale activities (webinars, remote and face-to-face training events) aimed at the development of the capacities of the MoLSA and USS staff will be used in the processes of updating the strategic documents and, if adopted, in revising the relevant legal acts. The training manuals, guidelines, and instructions translated and provided to tripartite partners can be used to train the staff.

According to the studied documents, the number of capacity-building training participants is quite large (162, 103 women), but the wording of the indicator is problematic. The same person participated in more than one event, so it would be correct to measure the participation by person/day measurement unit instead of the number of people.

The scores of Outcome 2.1. for the criteria Delivery of outputs is Satisfactory (5), the Use of outputs by partners is Moderately satisfactory (4), and Progress made towards outcomes is Moderately Unsatisfactory (3). The overall assessment of the Outcome 2.1 is Moderately satisfactory (4)

## Recommendations for Outcome 2.1

- After the adoption of the strategy of the Labour and Social Protection, continue to support the RA Government in the direction of analysis of legal acts of the relevant areas for aligning with the strategy.
- After adopting the NES, support the Government in monitoring and evaluating the strategy.
- Support the Statistical Committee to improve Labour Market statistics.

## Outcome 2.2: Increased capacities of the State Employment Agency (SEA<sup>31</sup>) to provide effective and inclusive services to the unemployed, especially to disadvantaged groups of the population

To achieve this Outcome, the ILO support was done through RBSA funded project<sup>32</sup> thus contributing to the ARM 152 CPOs<sup>33</sup>.

Based on Law "On Amendments to the Law on Social Assistance" NO-97, March 434, 2020, RA Government Decision No. 251-N, February 2535, 2021, Prime Minister's Decision No. 172-L, February 26, 202136, starting April 1, 2021, the functions of the four main areas of social protection (social security, labour and employment, social assistance, medical and social expertise) are carried out by one body, the Unified Social Service, through its 49 divisions.

At the request of the MoLSA, ILO provided technical assistance in implementing the new policy to provide unified social and employment services.

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<sup>31</sup> Instead of the SEA, read the UUS.

<sup>32</sup> Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue.

<sup>33</sup> See reference 28.

<sup>34</sup> <https://www.arlis.am/DocumentView.aspx?docid=140328> (in Armenian)

<sup>35</sup> <https://www.arlis.am/DocumentView.aspx?DocID=151517> (in Armenian)

<sup>36</sup> <https://www.arlis.am/DocumentView.aspx?DocID=151517> (in Armenian)

Since no new indicators have been developed to evaluate the progress towards Outcome 2.2, the results of activities of the implemented project ("Integrated policy response on employment and social protection in the context of COVID-19 crisis mitigation and recovery, supported by social dialogue" ) was considered ([see Annex 6](#)).

#### **Output 2.2.1 Training tailored for SEA staff, on labour market information, active labour market Programmes, service models and other actual issues, to strengthen the SEA's capacity to provide effective and inclusive quality services.**

In May-July 2020, with the support of the ILO Moscow office, a series of (5) regional webinars<sup>37</sup> was organized: "From the Immediate Crisis Response to COVID-19 Pandemic Towards Economic Recovery with- Decent Work in Focus", presenting the impact of the pandemic on the labour market and employment, the services provided to uncompetitive persons, the support of Governments aimed at the recovery of enterprises, international experience.

#### **Output 2.2.2 Technical consultations and training of the SEA to provide quality, accessible and more targeted services and Programme**

Based on the changed priorities, the training aimed at strengthening the capacities of the USS staff was carried out in other directions. ILO supported the implementation of professional consultations and capacity-building activities.

In April-May 2022, the ILO DWT/CO Moscow, in cooperation with the European Center for Social Welfare Policy and Research, designed and conducted four targeted interactive training on integrated case management methods. The experience of providing unified services in different countries was presented, among other topics<sup>38</sup>.

On December 9-10 and 11-12 2022, 5 specialists (40 women), representing all territorial centres of the USS, were trained<sup>39</sup>. All the training programmes were aimed at increasing the capacities of the USS staff to provide quality unified services to the beneficiaries, as well as to guide them from the benefits system to the labour market through active employment programmes.

The materials presented during the training, including the integrated service delivery guide, case management training instructions, and case manager job description, were developed in cooperation with the European Center for Social Welfare Policy and Research. With the technical support of an international expert, a training package on the Unified Operational Procedure of the USS regional centres was developed and provided to the MoLSA.

Interviews were conducted in the USS territorial centres (Charentsavan, Ashtarak) to design, plan and implement the pilot cooperation programmes between employment and social services. As a result, an evaluation report was prepared and presented to the MoLSA and the USS.

As a result of consultations with the management staff of the MoLSA and USS, the pilot Programme planned in the USS 2 territorial centres was not implemented. Instead, to develop the Standard Procedure of Operations, the services and the problems related to providing unified services provided by the two territorial centres (Malatia-Sebastia and Armavir) were studied in detail. The study results and the recommendations made during the staff interviews were considered during the development above mentioned document.

#### **Output 2.2.3 Support in the development and implementation of apprenticeship and entrepreneurship programmes for young women and men**

It was not implemented due to changing priorities.

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<sup>37</sup> The source: [Webinar on Employment and Labour Market Affected by COVID19-19 Pandemic \(ilo.org\)](https://www.ilo.org/moscow/news/WCMS_845637/lang--en/index.htm)

<sup>38</sup> [https://www.ilo.org/moscow/news/WCMS\\_845637/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_845637/lang--en/index.htm)

<sup>39</sup> [https://www.ilo.org/moscow/news/WCMS\\_864731/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_864731/lang--en/index.htm)

### Output 2.2.3 Support in implementing vocational training programmes for the unemployed.

It was not implemented due to changing priorities.

Table 5. PROGRESS MADE TOWARDS OUTCOME 2.2

Outcome 2.2: Increased capacities of the State Employment Agency (SEA) to provide effective and inclusive services to the unemployed, especially to disadvantaged groups of the population		
Indicators	Progress at the end of 2022	Comments
2.2.1 Number of measures taken by SEA to ensure the provision of effective, inclusive and gender-responsive employment services	Not achieved	It was not implemented due to changing priorities
2.2.2 Number of women and men staff of the SEA that improved knowledge and competencies in providing quality services to unemployed, disadvantaged groups, skilled workforce	Achieved	The number of USS staff capacity-building training participants is 145, of which 100 are women.  To assess this indicator It is necessary to apply appropriate tools (e.g., an evaluation questionnaire before the start of the project and after its completion).
2.2.3 Increased percentage of young people (disaggregated by sex) covered by apprenticeship and entrepreneurship programmes, implemented with the ILO support	Not achieved	It was not implemented due to changing priorities.

### Conclusions on Outcome 2.2

ILO expert and technical support for Outcome 2.2, as a result of joint discussions with the MoLSA, was directed to the solution of new problems that emerged as a result of sectoral reforms, that is, to the improvement of the unified social and employment services provided by the newly established USS.

With the involvement of high-level experts, innovative tools and procedures used in international practice were presented, and technical advice was provided during the interactive courses organized for the USS staff. Large-scale consulting and educational materials were translated and provided to form, plan and implement joint Programmes at the territorial level, which could also be applied during the further reforms of the USS. The results of the interviews document that the support provided was highly targeted and timely.

However, applying the acquired knowledge and skills at the territorial level is still problematic. The sustainability of the achieved results will be ensured if the ILO continues its support, also involving local expert teams, which, together with an international expert, will develop and propose a map of the USS social and employment integrated functions and pilot programmes will be implemented in several centres of the USS.

The scores of Outcome 2.2. for the criteria Delivery of outputs is Satisfactory (5), the Use of outputs by partners is Moderately Satisfactory (4), and Progress made towards outcomes is Moderately unsatisfactory (3). The overall assessment of the Outcome 2.2 is Moderately satisfactory (4)

### Recommendations for Outcome 2.2

- Continue to support the reform process of USSs by involving local expert teams that, together with an international expert, will develop and propose a map of the USS territorial centres' employment and social sector's integrated functions.
- To ensure the implementation of pilot Programmes in the selected USS centres to implement the acquired experience in all centres in the future.

### Outcome 2.3. Skills Development policies and systems strengthened to effectively address the mismatch between demand and supply in the labour market

The four indicators were developed to measure the progress of Outcome 2.3. A summary of indicators, progress and comments on actions taken are presented in [Table 12](#).

Support for this outcome was implemented within the framework of the project "Applying the G20 Training Strategy: Second Phase", funded by the Russian Federation<sup>40</sup>. The project targeted policy level priorities through helping to develop TVET-related indicators for the National Education Development Program for 2021-2030 and its action plan. The ILO has provided technical support to the Government in strengthening the current skills development system in the TVET sector, focusing on developing the capacity of tripartite partners and other stakeholders to develop a national skills development policy and strategy consistent with pre-determined national priorities.

#### **Output 2.3.1 Capacity-building of the relevant national institutions to develop or align the national Skills Development policy and strategy with the requirements of the international Human Resource Development policy instrument**

In the ADS 2014-2025<sup>41</sup>, the education sector is highlighted as one of the prerequisites for the sustainable progress of the country, the reproduction and development of human capital.

The ILO has provided technical support in strengthening Armenia's current skills development system, focusing on developing the capacity of tripartite partners and other stakeholders to develop a national skills development policy and strategy in line with pre-determined national priorities.

According to the RA law on approving the "State Development Programme for Education of the RA until 2030" adopted on 6 November 2022, the Government approved the State Plan for the Development of Education of the RA until 2030, which includes the development plan of the TVET system developed with relevant indicators by the support of ILO. The strategy emphasizes important principles of ILO's human capital development (HRD) policy, like ensuring equal opportunities for all, creating a universally inclusive educational environment, and matching education with skill needs.

On 10 February 2023, the RA law "On Making Amendments and Supplements to the law on Primary Vocational (vocational) and Secondary Vocational Education"<sup>42</sup> was adopted, which enables the MoESCS to adopt legal acts regulating the initial vocational and secondary vocational education sphere, defines a new methodology<sup>43</sup> for the introduction of new professions, rationalization of placement of institutions and the programmes implemented in them, distribution of admission places.

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<sup>40</sup>[https://www.ilo.org/moscow/projects/WCMS\\_247776/lang--en/index.htm](https://www.ilo.org/moscow/projects/WCMS_247776/lang--en/index.htm)

<sup>41</sup> The decision of the RA N 442 – N, March 27 2014 <https://www.gov.am/files/docs/1322.pdf> (in Armenian)

<sup>42</sup> <https://www.arlis.am/DocumentView.aspx?docid=174019>

<sup>43</sup> Source: Rationale of the RA draft law "On Amendments and Supplements to the Law on "Initial Vocational and Secondary Vocational Education"

With these amendments, it is also assumed that by attracting additional financial resources, the independence of the TVET management system will increase.

### **Output 2.3.2 Capacity-building of the relevant national institutions to introduce or improve the systems of national and sectoral TVET governance to secure their effectiveness**

With ILO support, several initiatives were implemented to develop the policymakers' capacities, namely, many informative seminars, discussions, and training on various topics<sup>44</sup>. For example, targeted training in Russian on the issues of labour market analysis and effective management and planning of the TVET system was conducted at the ILO/ITC in Turin (8 participants, 38% women).

Within the framework of the project, a situational analysis was carried out on the topic of Skill Development Management in Armenia.

A computer tool called Simulator, which has a control block, was translated, localized and implemented in Armenian. Online two-stage training was conducted to use the tool. In the first stage, 12 trainers (92% women) were trained; in the second stage, 96 (69% women) TVET directors were trained through trainers.

### **Output 2.3.3 Technical advice in applying effective methodologies and techniques for analysis of demand for a skilled workforce and planning of TVET enrolments**

The new methodology of the labour demand analysis proposed within the frame of the project has not been applied in Armenia. Instead, in 2019, at the request of the RUEA, with the support of the project, among 1,000 employers, 300 of which are RUEA members, skills forecasting and needs assessment were carried out, and based on the results, the RUEA developed Employers' Union's Skills Development Strategy in Armenia for 2021-2025<sup>45</sup>.

### **Output 2.3.4 Technical advice in the operationalization of a gender-sensitive national system of vocational guidance, based on the results of the survey on demand and supply sides of the labour market and tripartite recommendations**

Within the framework of the project, with the participation of tripartite partners, an assessment was made and a report was produced on the current situation of the career guidance system in Armenia<sup>46</sup>. The problems were highlighted, and system solutions were proposed, but the planned support for improving the system was not provided.

### **Output 2.3.5 Technical advice in developing and applying occupational standards, qualifications, Programmes of competency-based training (CBT), and assessment instruments, in close consultations with employers' and workers' organisations.**

According to the Skills Development Survey<sup>47</sup>, the general awareness of the education and training system among employers in Armenia is extremely low. Only 2% of respondents are familiar with Armenia's national education and training policy, and only 4% believe it supports business development. 99% were not aware of education and training system improvements or reforms.

The facts mentioned above, as well as the interviewees, testify that the involvement of social partners in skills management processes at the national, sectoral and local levels is highly insufficient.

During the study, no evidence of applying the effective methodology in planning vocational training courses was found.

*Table 6. PROGRESS MADE TOWARDS OUTCOME 2.3*

<sup>44</sup> [https://www.ilo.org/skills/projects/g20ts/armenia/WCMS\\_636563/lang--en/index.htm](https://www.ilo.org/skills/projects/g20ts/armenia/WCMS_636563/lang--en/index.htm)

<sup>45</sup> <https://employers.am//storage/files/strategy-for-skills-development-2021-2025-eng.pdf>

<sup>46</sup> [Microsoft Word - National CG Review Report Armenia 2021 \(EN\).docx \(ilo.org\)](#)

<sup>47</sup> <https://employers.am//storage/files/skills-development-research-report-eng.pdf>, p. 69

**Outcome 2.3: Skills Development policies and systems strengthened to effectively address the mismatch between demand and supply in the labour market**

Indicators	Progress at the end of 2022	Comments
2.3.1 Number of policymakers, including from social partners' organisations that demonstrate increased knowledge of Skills Development-related subject matters	Achieved	About 90 people, 60% of them women, participated in various capacity-building activities.  To assess this indicator It is necessary to apply appropriate tools (e.g., an evaluation questionnaire before the start of the project and after its completion).
2.3.2 The national TVET policy and/or strategy document is aligned with the requirements of the international HRD policy instruments	Achieved	RA law on approving the "State Development Programme for Education of the RA until 2030" adopted on 6 November 2022
2.3.3 The systems of national and sectoral TVET governance are assessed as effective by constituents and concerned stakeholders	Not achieved	On the base of respondents.
2.3.4 Competent bodies are applying effective methodologies and techniques for the analysis of demand for a skilled workforce and planning of TVET enrolments.	Not achieved	No evidence was found for this indicator.

**Conclusions on Outcome 2.3**

The ILO's support for Outcome 2.3 fully corresponds to the priorities of the RA Government, social partners, as well as UNDAF/UNSDCF and is linked with SDGs 4, 5, and 8.

ILO support for this Outcome was particularly strong in terms of its impact on skills development system reforms. It promoted awareness among Government decision-makers of the importance of strengthening skills development strategies to achieve the broader goals of human resource development, the economic progress of the country, as well as sustainable development.

Despite the "Applying the G20 Training Strategy: Second Phase" project's final evaluation<sup>48</sup> implemented in September 2021, no significant successes were recorded in Skills Development policies, time showed that in the long term, the project had a tangible impact on the policies adopted by the Government. Initiatives aimed at developing the capacity of the Government's decision-making staff, as well as large-scale analytical materials and research created with the support of the ILO, served as the basis for developing new strategic documents and implementing legislative changes.

<sup>48</sup> [i-eval Discovery \(ilo.org\)](https://www.i-eval.org)

The second part of the first indicator of this outcome (The number of policymakers, including from social partners' organisations that demonstrate increased knowledge on Skills Development-related subject matters) is not measurable, as it is necessary to use appropriate tools to assess improved knowledge, like applying the evaluation questionnaire before and after the start of the project.

Work on improving the professional orientation system was not carried out within the framework of the project.

As a risk, the respondents mentioned the problem of increasingly insufficient inter-system cooperation and communication. Many critical strategic documents in the skills field were developed and approved without the new Employment Strategy. To what extent will these documents be harmonized? It will be clear only after the adoption of the National Employment Strategy.

During the observation, no evidence was found regarding applying effective methodologies and techniques for the analysis of demand for a skilled workforce and planning of TVET enrolments.

Outcome 2.3 scores for the criteria Delivery of outputs, Use of outputs by partners and Progress made towards outcomes are Moderately satisfactory (4). The overall assessment of the Outcome 2.3 is Moderately satisfactory (4)

### Recommendations for Outcome 2.3

- Support the Government to increase the representation of employers and trade unions in education reform and skills management processes.
- Support the Government in improving a modern Career Guidance System.
- Support the development of an Apprenticeships system

### Priority 3. Strengthening social dialogue and collective bargaining at all levels.

The Programme's Priority 3 is entirely in line with the priorities of the RA Government and UNDAF/UNSDCF and is linked to SDGs 1, 8, and 16 (see [Annex 3](#)).

The vision of the RUEA is "To be the universal voice of employers, the most influential organisation representing economic, labour and social issues in Armenia, to contribute to the development of sustainable and competitive entrepreneurship and the creation of decent work<sup>49</sup>."

The activities of the CTUA and the Member Sectoral Republican Unions are aimed at "the presentation and protection of workers' labour and related professional, economic and social rights and interests, strengthening the solidarity and unity of the trade union movement, developing the system of social partnership in labour relations, international trade union principles implementation. The CTUA supports the ILO idea of decent work, which is the basis for the country's socioeconomic development"<sup>50</sup>.

For Priority 3 of the Programme, four Outcomes are defined, and 16 indicators are planned to evaluate their progress.

#### Outcome 3.1: Mechanisms of tripartite and bipartite social dialogue improved at republican, territorial, sectorial and enterprise levels

There are five indicators to measure the progress of Outcome 3.1. A summary of indicators, progress and comments on actions taken are presented in [Table 13](#).

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<sup>49</sup> The source: <https://www.employers.am/am/about-us/about-am>

<sup>50</sup> The source: CTUA 2022-2027 Activity Programme, <https://hamk.am/activity-plan>

ILO support for Outcome 3.1. implemented through projects funded by RBSA and aimed at achieving ARM152<sup>51</sup>, ARM154<sup>52</sup>, ARM801<sup>53</sup>, ARM 802<sup>54</sup> Country Programme Outcomes.

**Output 3.1.1. Technical support in reviewing and amending the procedures regulating the RTC activities, with the view to increase its effective functioning (including the creation of a full-time or part-time position of a secretary)**

The process of forming a tripartite partnership in Armenia started within the framework of the first DWCP 2007-2011. The first RCA was signed in 2009. Despite all these years, the ILO, together with social partners, has invested significant efforts in establishing the institution of social partnership, according to the assessment of the parties of the tripartite partnership, it has not yet been developed in Armenia.

The draft of the new RCA, developed with the support of the ILO, was approved in 2019 at the session of the RTC held on December 19. It was signed almost a year late, on 5 October 2020.

Unlike the previous agreements, to promote the participation of the parties, clause 5.4 of the Agreement provides for the principle of annual rotation of the commission chairman in the following order: the 1st year is chaired by the RA Government, represented by the MoLSA, the 2nd year by the RUEA, and the 3rd year by the CTUA.

Article 5.15 of the RCA stipulates holding at least four sessions yearly.

According to clause 5.1 of the RCA, the RTC was formed, which includes the representatives of the RA Government, RUEA, and CTUA, five members from each. However, the Government approved the commission's composition only in 2021, on June 4, 8 months after signing the contract. The number of women on the commission (including permanent substitutes) is 37%.

2021 on July 2, the first meeting of the RTC took place, where the Operating rules of the commission was approved, and the works aimed at developing the action plan ensuring the implementation of the RCA were discussed.

The proposal of the CTUA regarding creating a full-time or part-time secretary position to increase the effectiveness of the activity of the RTC was not accepted.

**Output 3.1.2. Capacity-building of RTC members and representatives of workers and employers organisations (at sectoral and territorial levels) on the world of work issues**

According to the interviewees' testimonies, the level of cooperation at the sectoral and regional levels of social partnership is insufficient because the structure of the RUEA and the CTUA differs at the respective levels. In several sectors (health care, education and science, transport, and the mining industry), the CTUA has branch unions, but the RUEA does not.

The situation of collective agreements at the enterprise level is relatively better. According to the data provided by CTUA, on 1 January 2023, 365 collective agreements are in force in the Republic, 2 of which are at the branch, 53 at the territorial and 310 at the level of organisations. The issue of registration of collective agreements remains unresolved.

In April 2022, on the topic of Effective Social Dialogue on Conflict and Disaster Management, online training was organized jointly by the relevant Bureaus of ILO Employers' and Workers' Activities (ACTRAV, ACT/EMP) "Conflict and Disaster Management. Study of the Cooperation of Employers' and

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<sup>51</sup> See reference 28

<sup>52</sup> Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises

<sup>53</sup> Strengthened institutional capacity of employers' organizations

<sup>54</sup> Strengthened institutional capacity of workers' organizations



Workers' Organisations" through the manual. During the training, ILO Recommendation No. 205 (Employment and Decent Work for Peace and Stability, 2017) was presented, which offers principles and strategic approaches to conflict and disaster management.

Training on the topic mentioned above for social partners is planned to be carried out in 2023.

**Output 3.1.3. Capacity-building of the RTC to promote the establishment of social dialogue institutions in the regions and strengthen social partnerships at lower levels**

The Social Dialogue Institutes Self-Assessment Method (SAM-SDI) was translated and provided to tripartite partners. An online seminar was organized with the participation of the members of the **RTC** to present the tool. The possibility of implementing a pilot programme using a self-assessment tool with the participation of partners was discussed. As a result of discussions, it is possible to implement the tool in 2023.

**Output 3.1.4. Public awareness-raising campaign on social dialogue and decent work, through the development and dissemination of relevant promotional materials and training of social partners**

Social partners have engaged in a public awareness campaign to encourage social dialogue and decent work (see [Outcome 3.3](#) and [Outcome 3.4](#)).

**Output 3.1.5. Review of the provisions of the national legislation related to social partnership and collective bargaining in its compliance with the ILO conventions, ratified by the RA**

The ILO has provided ongoing support to social partners to develop legislation in line with ILS so that they can protect workers' rights and enable the improvement of the business environment. Currently, the draft laws "On Amendments and Supplements to the Law of the RA on Trade Unions" and "On Amendments and Supplements to the Law on Employers' Unions" are being developed (see [Outcome 1.1](#)).

In 2022, the CEACR submitted observations on Employment Policy Convention, 1964 (No. 122)<sup>55</sup>, asking the Government to provide concrete examples of how the views of the social partners are taken into account in the development, implementation and review of employment policies and programmes.

**Output 3.1.6. Development of proposals for making the amendments to the Labour Code related to social partnership, and (ii) registration of collective agreements**

To increase the effectiveness of social dialogue at all levels, social partners worked together to make changes in labour legislation and legislation related to social dialogue and collective bargaining in line with the ILO Conventions ratified by Armenia (see [Outcome 1.1](#)).

Table 7. PROGRESS MADE TOWARDS OUTCOME 3.1

Outcome 3.1: Mechanisms of tripartite and bipartite social dialogue improved at republican, territorial, sectorial and enterprise levels		
Indicators	Progress at the end of 2022	Comments
3.1.1. Number of RTC meetings per year	Not achieved	2019-2023 6 sessions were held, of which 2019- 3, 2021- 2, 2022-1.

55 The source: Report of the Committee of Experts on the Application of Conventions and Recommendations (articles 19, 22 and 35 of the Constitution) [electronic resource] : general report and observations concerning particular countries / International Labour Conference, 111th Session, 2023, International Labour Office. (exlibrisgroup.com)

3.1.2 Gender-balanced composition of RTC (with at least 30% representation of women or men)	Achieved	37% of the RTC members are women.
3.1.3 Changes made in the Labour Law aimed at regulating labour relations through social dialogue and collective bargaining mechanisms, in line with ILO Conventions	Achieved partially	The changes made in the 4 articles below in the draft Labor Code derive from the requirements of the ILO Conventions C87 and C98:  Article 23. Workers' representatives (new edition)  Article 59: Entry into force and validity period of the collective agreement of the organization  Article 73: The Strike (new edition)  Article 77: The Course of the Strike
3.1.4 Number of consensus-based decisions of the RTC accepted by the Government	Achieved partially	5 decisions were adopted by consensus by the RTC which was approved by the Government.
3.1.5. Number of social partners representing different sectors and regions, that demonstrate increased knowledge of social dialogue and collective bargaining, as a result of ILO training.		The indicator is not measurable

### Conclusions on Outcome 3.1

The respondents expressed their concern about the current level of the Tripartite Partnership, noting that the RCA is not enough to organize the work of the RTC.

According to the interviewees, the level of bilateral partnership has improved at the Republican level, but the same cannot be said about the sectoral and regional levels. In the face of the MoLSA, the Government did not provide adequate support to the institutional development and strengthening of the tripartite partnership at all levels of collective bargaining, particularly in creating and developing employers' branch associations, workers' territorial associations, and trade unions in organisations.

According to the interviewees, no significant change was made in the LC aimed at strengthening the social dialogue.

The knowledge and skills gained as a result of webinars, training, and conference discussions on various topics implemented with the support of ILO have been applied and continue to be used to organize campaigns aimed at raising public awareness and providing new services.

It is assumed that in the case of the adoption of the changes made in the labour legislation, the role of the CTUA in the protection of the labour rights of the workers, and the role of the RUEA in the processes of creating healthy and safe workplaces, will increase.

All respondents expect further support from the ILO and consistent steps aimed at the restoration and development of social dialogue.

Outcome 3.1 scores for the criteria Delivery of outputs is Moderately unsatisfactory (3), and Use of outputs by partners is Unsatisfactory (2), and Progress made towards outcomes is Unsatisfactory (2). The overall assessment of the Outcome 3.1 is Unsatisfactory (2)

### Recommendations for Outcome 3.1

- Based on the current situation of the tripartite partnership, strengthening social dialogue and collective bargaining should be a priority direction.
- Support the drafting of the Law on Social Partnership (in this context, it is desirable to discuss the issue of giving legal force to the decisions of the RTC).
- Encourage the Government to provide live (online) broadcasting and online access to video recordings of RTC meetings to ensure transparency.
- Promote the creation and activation of branch and regional associations of trade unions and employers. To interest the employers' union in the direction of creating branch-based structures and the trade unions in the direction of creating unions on a professional base
- Continue to increase and strengthen the capacities of social partners at all levels of social dialogue in collective bargaining, labour disputes and conflict resolution.

### Outcome 3.2: Strengthened participation of social partners in minimum wage setting mechanism, in line with ILO Convention No. 131

Taking into account the country's new priorities caused by COVID-19, the goal of Outcome 3.2 has been changed. According to the Government's proposal, ILO help has been directed to the problems of integrated social protection.

ILO support for this Outcome was implemented within the framework of a project<sup>56</sup> funded by the RBSA Fund aimed at the ARM 152<sup>57</sup> outcome, and coordinated by the ILO, DWT/CO Moscow<sup>58</sup>.

Since no new indicators have been developed to evaluate the progress towards Outcome 3.2, the results of actions of the implemented project ("Integrated Employment and Social Protection Policy implemented with the support of social dialogue aimed at mitigating and recovering from the COVID-19 crisis") were considered (see [Annex 6](#)).

The ILO, in cooperation with the UN Women, adopting ILO Recommendation No. 202 "On Minimum Social Protection Floors" (2012) and "Social Security (Minimum Standards)" Convention No. 102 (1952) as a base, implemented the Assessment of the National Social Protection Floor from the perspective of gender equality, pointing out the areas where there are still problems that need to be resolved, including the lack of unemployment and injuries at work insurance system, the lack of social protection for workers in the informal sector, and the difficulty of combining childcare with work. 2021 During the seminar held in April, the assessment results were presented to the tripartite partners and other interested organisations<sup>59</sup>. The final assessment results were introduced in October 2022.

At the request of the MoLSA, the ILO provided comments on the Labour and Social Protection Strategy, and the National Employment Strategy developed under the coordination of UNICEF (see [Outcome 2.1](#)).

To introduce mechanisms of unemployment insurance, the ILO held regular consultations with the MoLSA and social partners and discussed the problems of inclusion in social assistance Programmes for persons who lost their jobs due to COVID-19, particularly young people and women (including self-employed, employed informal sector of the economy, migrants). Meetings were also organized on the

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<sup>56</sup> See the reference

<sup>57</sup> See the reference 28.

<sup>58</sup> See the reference

<sup>59</sup> <https://www.ilo.org/moscow/news/WCMS790688/lang--en/index>

mentioned topic with the staff of the territorial centres of the USS (Shengavit (Yerevan), Armavir and Malatia-Sebastia (Yerevan)).

In 2021, during the online seminar, the analysis of unemployment insurance cases and the experience of countries with high levels of informal employment was presented to the MoLSA and social partners (see [Outcome 1.3](#)).

With the support of the Project in 2022, a review of the Social Assistance Programme budget assessment was carried out to assess the share of employment Programmes among those and identify the fiscal space for the social protection schemes.

2021-2022 five awareness raising webinars were organized by the ILO Moscow office for the ILO constituents in Armenia (see [Outcome 2.1](#)). In January-February 2022, 2 webinars were organized by the ILO Moscow office for the staff of the MoLSA and the USS (60 participants) presenting the social policy and social security measures aimed at poverty alleviation and vulnerable groups (C102, R202), where topics such as (a) improving coordination of employment and social protection services and protection in case of unemployment; b) links between unemployment benefits, public employment programmes and active labour market policies, c) presentation of international best practices in employment and social sectors, etc.

In April-May 2022, 4 targeted interactive training on integrated case management methods were designed and conducted for the USS staff (see [Outcome 2.2](#))<sup>60</sup>.

On December 9-10 and 11-12, 2022, 50 specialists, those representing all territorial centres of the USS, were trained<sup>61</sup>. All the training was aimed at increasing the capacities of the USS staff to provide quality unified (integrated) services to the beneficiaries and direct them from the benefits system to the labour market through active employment programmes.

The ILO has also supported publicizing social sector reforms for local and foreign-speaking audiences. There were many publications in different mass media and on social partners' official websites and social media pages. For example, the Social Protection Country Profile was prepared, updated, and posted on the relevant ILO website<sup>62</sup>.

Information materials and video clips have been prepared regarding the evaluation report of the Social Protection Floor in Armenia carried out by the UN Women.

### Conclusions on Outcome 3.2

The interviews and the desk review show that the ILO has provided large-scale support in highlighting the challenges in the unified (integrated) social protection sector and proposing relevant solutions. As a result of the Social Protection floor assessment, the existing issues are related to compliance with the ILO Social Protection Standards, and good practices from international experience were highlighted and presented to the Government's attention, and mechanisms for resolving the problems were proposed.

With the involvement of high-level experts, during the webinars, training and discussions organized for MoLSA and USS staff, the Social Protection Standards, innovative tools and procedures used in international practice were introduced, technical advice was given on unemployment insurance mechanisms, ways to expand the coverage of social programme support, and to increase the role of social partners in the area of social protection. The acquired knowledge will be used to improve the legislative framework regulating the unified social protection system, increasing the participatory role of social partners and the quality of unified services provided to the beneficiaries. Discussions with the MoLSA and social partners are ongoing.

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<sup>60</sup> [https://www.ilo.org/moscow/news/WCMS\\_845637/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_845637/lang--en/index.htm)

<sup>61</sup> [https://www.ilo.org/moscow/news/WCMS\\_864731/lang--en/index.htm](https://www.ilo.org/moscow/news/WCMS_864731/lang--en/index.htm)

<sup>62</sup> <https://www.social-protection.org/gimi/ShowCountryProfile.action?iso=AM>

The sustainability of this Outcome will be ensured if the "Labour and Social Protection Strategy 2022-2026" is adopted in line with the ILO social protection standards before the end of the Programme, and the projects and implementation mechanisms are developed following the provisions of the strategy.

Outcome 3.2 scores for the criteria Delivery of outputs is Satisfactory (5), Use of outputs by partners is Moderately satisfactory (4), and Progress made towards outcomes is Moderately unsatisfactory (3). The overall assessment of the Outcome 3.2 is Moderately satisfactory (4)

### Recommendations on Outcome 3.2

- Continue support in aligning national legislation regulating the social protection sector with the ILO standards. In particular, to complete the work on developing the unemployment insurance scheme.
- After adopting the "Labour and Social Protection Strategy 2022-2026", support the Government in reviewing the legislation following the provisions of the strategy, developing new Programmes and implementation mechanisms, as well as monitoring and evaluating the strategy.

### Outcome 3.3: The capacity of the Trade Union Confederation (CTUA) is strengthened to improve workers' representation and promote decent work

ILO support to CTUA was implemented within the framework of the RBSA-funded project, which contributed to the achievement of ARM 802 output.

The four indicators were developed to measure the progress of Outcome 3.3. A summary of indicators, progress and comments on actions taken are presented in [Table 14](#).

The ILO supported the CTUA in strengthening its capacity and increasing work efficiency to act as a strong and active social partner. Within the framework of the project, the CTUA received a lot of advisory, expert and informational support, participated in many events (webinars, seminars, round-table discussions) organized at the global, regional and local levels, carried out COVID-19 pandemic impact assessment, presented proposals to the Government and the National Assembly for policy and legislative changes including issues related to the application of ILO conventions (see [Outcome 1.3](#)), conducted awareness campaigns.

Capacity-building measures were implemented in several directions: a) the impact of COVID-19 on the economy and society and overcoming the consequences; b) reforms of labour administration and labour legislation in Armenia c) Institutional strengthening of trade unions and development of organisational capacities.

#### **Output 3.3.1. Technical consultations to the Trade Union Confederation of Armenia on policy design, including by developing new guidelines on promoting decent work agenda**

In May 2020, the leaders and senior staff of the CTUA participated in a seminar dedicated to determining priorities and policy approaches for developing strategies to influence labour administration and labour law reforms in Armenia. In July, the members of the Executive Board of the CTUA were trained on topics related to the UN Sustainable Development Agenda.

CTUA is involved in the working group on social and employment issues of the SDG National Council of Armenia. In December 2022, with the participation of ILO representatives, a two-day workshop devoted to the presentation of two new ILO fundamental standards, conventions C155 (Occupational Safety and Health Convention, 1981 (No. 155)) and C187 (Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)), was organized for CTUA and branch organisations, during which the current social partnership situation in Armenia was discussed.

In the webinar discussions organized for the same audience, the COVID-19 pandemic and the socioeconomic impact of the 2020 crisis, setting the minimum wage and compliance with the ratified ILO Minimum Wage Fixing Convention, 1970 (No. 131) topics were presented. The Armenian translation of the research on "Global Analysis of Trade Union Behaviour Trends During the Covid-19 Pandemic" developed by the ILO was also presented.

The ILO supported the implementation of the analysis of the impact of COVID-19 on workers in agriculture<sup>63</sup>, health and mining and metallurgy in February-April 2021.

To assess the impact of the COVID-19 pandemic on employment in RA, in 2021, the CTUA, with the technical support of the ILO<sup>64</sup>, initiated a study that addressed the impact of the pandemic on formal and informal employment and the implemented programmes of RA Government aimed at mitigating the socio-economic consequences caused by the pandemic. The possibilities of formalization of informal employment were studied; in particular, the problems of decent work of workers of online work platforms were emphasized. In the study context, recommendations were considered and developed for the RTC discussion, including the development of social partnership, increasing the efficiency of the tripartite commission, the development of the trade union movement and regulation of the problems of unstable and informal employment.

Reviewing the possibility of ratifying Part VI of the ILO Social Security (Minimum Standards) Convention, 1952 (No. 102) was among the proposals. The strategy for promoting social security and trade union representation of the relevant groups of workers has been presented at the discussion of the CTUA.

### **Output 3.3.2. Development of information materials on workers' rights, International Labour Standards, social dialogue and trade unions' activities**

Measures have been taken to protect and represent workers' rights effectively. During the pandemic, the CTUA has done large-scale work aimed at public awareness and the protection of workers' labour rights, informing the public about both the dangers of the pandemic and labour rights through informational materials and video clips (5) developed with the support of the ILO. In addition, CTUA has actively cooperated with the mass media, informing the public about the violations of workers' rights during the pandemic, the reforms of the LC, the reforms of the Inspection System, the role of trade unions and other issues through interviews and articles.

The CTUA, responding to the ILO initiative dedicated to the World Day of OSH on 28 April 2022, made a statement, "Let's work together to create a positive culture of safety and health". The goal is to create a positive safety and health culture through social dialogue at all levels.

The CTUA had initiated and implemented annual campaign events for Decent Work Day and Health and Safe Work Day to promote social dialogue and decent work. The ILO Global Call to Action for a People-Centred Recovery from the COVID-19 Crisis that is Inclusive, Sustainable and Resilient, adopted in June 2021 at the International Labour Conference, was translated into Armenian and posted on the official website of CTUA.

Mediamax's interview with the former Director General of the ILO, Guy Ryder, was also posted on the website, where Guy Ryder interpreted in detail the issues raised at the "Global Forum for a Human-centered Recovery" held online by ILO on February 22-24 2022., particularly the steps to overcome crises like COVID-19. The official web page of the organisation: <https://hamk.am/>, Facebook and Telegram pages (<https://www.facebook.com/pagehamk>, [https://t.me/CTU\\_Armenia](https://t.me/CTU_Armenia) ) have been revised and are functioning actively. On the web page, any citizen, regardless of membership, is allowed to raise questions and receive answers, and members are also assisted in applying to court.

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<sup>63</sup> <http://www.profagro.am/fordownload/06.13.21.pdf> (in Armenian)

<sup>64</sup> ARM-154

### Output 3.3.3. Capacity building of the newly appointed leaders and unions' officials, ensuring age and gender balance of participants in training activities

In April-July 2020, the CTUA leaders participated in four regional webinars organized by the ILO ACTRAV branch in the context of COVID-19, during which they presented a) the impact of the pandemic on economies and societies, b) promoting the economy and employment during the pandemic, c) how to support enterprises and jobs, d) the role of social dialogue in overcoming the crisis. The metalworkers' and miners' unions used the information obtained during negotiations with their employers.

Workshops were organized for youth, newly elected leaders and officials to introduce international standards and fundamental principles in the field of labour to increase the number of young union activists and encourage the number of women involved in the decision-making bodies of unions (see [Outcome 2.1](#)).

### Output 3.3.4. Technical advice on the relevant structural changes to ensure the representation of workers taking into account the needs of various groups of workers.

To raise the legal awareness of trade unionists and modernize trade unions, the CTUA training centre, together with the "Solidarity Center" Armenian office, has conducted many seminars for various branch unions, presenting the amendments to the LC, the functions and rights of modern trade unions, as well as international experience.

ILO provided expert support to CTUA for institutional strengthening and policy-related organisational capacity building. In October 2022. The organisation's activity plan 2022-2027 was adopted at the CTUA 5th Congress, which outlines the main directions of the organisation's work, including social partnership, representation and protection of workers' labour rights and interests, wages and social protection, and health and safe working conditions. The assembly elected young women leaders.

According to the information provided by CTUA, compared to 2019, a 2.3% increase in the number of members of CTUA was recorded on 1 January 2023. 18 branch republican unions are operating within CTUA, which include 585 trade union organisations with 194,279 members (in 2019, the number of members was 189,953). The number of elected bodies of trade union organisations is 9,817, including 3,892 or 40% young people (2019: 31%), 7,467 or 76% women (2019: 82%).

Some actions aimed at this result have been postponed and will be implemented in 2023.

Table 8. PROGRESS MADE TOWARDS OUTCOME 3.3

Outcome 3.3: The capacity of the Trade Union Confederation (CTUA) is strengthened to improve workers' representation and promote decent work		
Indicators	Progress at the end of 2022	Comments
3.3.1 The level of TU's membership stabilized and coverage improved among workers in the informal sector and youth.	Achieved partially	Compared to 2019, there was a 4% increase in the number of CTUA members  Workers in the informal sector can be included after the amendments to the Law on Trade Unions are adopted.

3.3.2 Trade unions' planning and training Programmes include a rights-based approach and reflect International Labour Standards, non-discrimination and gender equality principles	Achieved	The sours: <a href="#">Education Center of CTUA   Yerevan   Facebook</a>
3.3.3 Efficient, properly functioning trade unions' information network is in place	Achieved	The CTUA website: <a href="https://hamk.am/">https://hamk.am/</a> , and social media pages ( <a href="https://www.facebook.com/pagehamk">https://www.facebook.com/pagehamk</a> , <a href="https://t.me/CTU_Armenia">https://t.me/CTU_Armenia</a> , <a href="#">/Education Center of CTUA   Yerevan   Facebook</a> are functioning actively.
3.3.4 Number of young trade unions members (disaggregated by sex) promoted to decision-making positions.	Achieved	The number of elected bodies of trade union organisations is 9,817, including 3,892 or 40% young people (2019: 31%); No data was found on the number of young people differentiated by gender.

### Conclusions on Outcome 3.3

ILO's support of CTUA is consistent with its strategic development goals and has dramatically supported its strengthening. Within the framework of the Programme, the CTUA received a lot of advisory, expert and technical support, which it used on legislative reforms and their publicity, protection of workers' labour rights, the establishment of social partnerships, modernization of trade unions and involvement of youth. CTUA put much effort into drawing the attention of the Government to the challenges related to the application of the ILO conventions,

The CTUA has actively participated in reforms to labour legislation, particularly the Labour Code and the Law on Trade Unions, as well as labour safety and health reforms.

Although the progress achieved is obvious, there are still several legislative gaps limiting the organisation's activity, such as a) the prohibition of informal sector workers, self-employed, and individual entrepreneurs from becoming members of trade unions or creating a trade union, b) the insufficient level of social partnership, c) still existing problems in labour legislation, related to the regulation of collective labour relations.

It is expected that some of the issues mentioned above will be regulated due to the changes in the legislation, thus further increasing the CTUA's role in protecting workers' interests.

Outcome 3.3 scores for the criteria Delivery of outputs is Satisfactory (5), Use of outputs by partners and Progress made towards outcomes are Moderately satisfactory (4). The overall assessment of the Outcome 3.3 is Moderately satisfactory (4)

### Recommendations on Outcome 3.3

- To support CTUAs in creating a strategic vision for developing the social protection area.
- Continue to increase and strengthen the capacities of social partners at all levels of social dialogue in collective bargaining, labour disputes and conflict resolution.



**Outcome 3.4: Republican Union of Employers of Armenia (RUEA) is capacitated to provide services and support to its members and other enterprises and represent their interests.**

Four indicators were developed to measure the progress of Outcome 3.4. A summary of indicators, progress and comments on actions taken are presented in [Table 15](#).

ILO support for Outcome 3.4. implemented through projects funded by RBSA and aimed at achieving ARM 801 Country Programme Outcome<sup>65</sup>.

The representatives of the RUEA have been involved in all capacity-building activities organized with the ILO support, including conferences, webinars, and training, like the interregional tripartite conference "Promotion of Tripartite Social Dialogue" held in December 2019 and the webinar on "Business, Non-Discrimination and Gender Equality in the Time of COVID-19" organized by the ILO/ILC of Turin.

ILO supported the organisation of the 10th National Conference of the RUEA dedicated to social dialogue and tripartite social partnership in Armenia on 29 October 2019.

#### **Output 3.4.1. Assessment and evaluation of the RUEA members' and non-members' needs.**

The new methodology of the labour demand analysis proposed within the frame of the project has not been applied in Armenia. Instead, in 2019, at the request of the RUEA, with the support of the project, among 1,000 employers, 300 of which are RUEA members, skills forecasting and needs assessment were carried out, and based on the results, the RUEA developed Employers' Union's Skills Development Strategy in Armenia for 2021-2025<sup>66</sup>.

With the support of the ILO, the RUEA conducted several surveys. An online study of the impact of pandemic according to the ILO SCORE Global Covid-19 Enterprise Survey Methodology in 2020 was conducted among 500 enterprises targeted at informal sector employers too.

#### **Output 3.4.2. Development of new/improved services in the sphere of youth employment, OSH, vocational training, career development, etc.**

The Policy of the RUEA in the area of Occupational Safety and Health of workers was developed with ILO support and presented at the RUEA conference held in September 2021.

The ILO has provided expert support to the RUEA to expand its services in the following key areas: youth employment, occupational safety and health, support of small and medium enterprises and women's entrepreneurship, and formalization of enterprises.

With the support of the ILO, the RUEA conducted an analysis of Armenia's tax system, foreign direct investment and export and digitization sectors, highlighted the main obstacles to the activities of enterprises in these sectors in the context of Covid-19 and proposed their possible solutions. The study's findings were published in a report prepared by the ILO's EESE programme.

In 2020-2021 with the support of the ILO, four guidelines were translated, adapted and posted on the organisation's official website by the RUEA, including a) preventive remote work organisation, b) necessary functions at the workplace during the coronavirus, c) getting to the workplace safely return, d) business continuity planning. All materials, some in English, are published on the organisation's website.

Using the experience gained with ILO support in OSH, the RUEA has been actively involved in the reform process of the HLIB and contributed to both the legislative changes and the training stages. With the support of the ILO, training modules were developed for employers and training was carried

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<sup>65</sup> See reference 52

<sup>66</sup> <https://employers.am//storage/files/strategy-for-skills-development-2021-2025-eng.pdf>

out. For example, with the help of the Sustaining Competitive and Responsible Enterprises (SCORE) global Programme, 30 companies were trained through the digital skills module developed for SMEs. The ILO SCORE Programme's "Six-Step Business Continuity Planning during the Covid-19 guide" was translated and localized, on which a video was also shot.

The online training topics mentioned above and OSH were carried out for 100 companies in May 2021. All training materials were placed on the online platform as an open resource.

The organisation uses its OSH achievements by participating in the activities carried out within the framework of the CEPA between the RA and the European Union.

#### **Output 3.4.3. Development of new/improved business support services for SMEs and promotion of women entrepreneurship.**

The ILO has supported the RUEA in improving the services provided to its members and building the capacity to introduce new services.

ILO technical assistance is focused on enhancing the capacity of RUEA to shape the business agenda, protect the interests of its members and ensure a favourable business environment.

During the pandemic, the organisation developed and offered a package of services to employers, including Business Consulting; Legal Consulting; Training and Seminars; Export Promotion & Quality Management; Development of OSH Protection Procedures; ISO 45001+COVID-19 Integrated System Development; Implementation and International Certification.

#### **Output 3.4.4. Formulation of policy papers reflecting the RUEA business agenda and aimed at improving the enabling environment for sustainable enterprises, including green economy and green workplaces, and introduction of energy-saving technologies.**

Based on the research results, four documents of policy proposals were developed. As a result, the views of employers on how to respond to COVID-19, as well as the proposals of the RUEA aimed at formalizing the economy and improving the business environment, were raised and discussed at various levels of the Government (Office of the RA President, Office of the Deputy Prime Minister, Ministry of Economy, MoESCS) and have had their possible impact in making decisions about the measures taken by the Government aimed at mitigating the impact of the pandemic<sup>67</sup>.

In 2021 with the ILO support, the RUEA charter was revised, integrating several SDG goals related to a green economy, waste management, climate change, education, the fight against corruption, employment, the right to work and gender issues.

#### **Output 3.4.5. Organisation of advocacy campaign to promote the RUEA business agenda and its members' interests.**

During the implementation of the Programme, the cooperation between the RUEA and CTUA was further improved, as a result of which problems related to the tripartite social partnership, work safety and health at the workplace were jointly raised, and solutions were proposed. In particular, an example of good practice is the agreement signed between RUEA, CTUA, HLIB, and two business associations, within the framework of which the Best Employer Award is held every year. The best employer is the one who maintains the safety and health conditions of work.

With the ILO support, the RUEA has implemented several essential brand changes. In 2021, a new bilingual website page was created, and training was conducted for the staff of the RUEA on how to use and update the newly designed website. The organisation's logo and the letterhead's design have been changed, thus increasing the visibility of the organisation's activities and the opportunities to provide new services to businesses, members, and potential members.

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<sup>67</sup><https://www.facebook.com/photo/?fbid=2842800402434605&set=pcb.2842800942434551> (in Armenian),

A large-scale awareness-raising work was carried out among the public and sectoral structures, providing information on state support programmes and advice to overcome the difficulties brought by the pandemic and war and protect labour rights. Currently, the organisation offers several services, including training in business management, representation of the organisation's interests and protection of rights, export promotion and quality management, and labour safety<sup>68</sup>.

As a result of the campaign carried out among about 700 non-member organisations with ILO support, 35 companies (1 association) became members of the branch unions of the organisation.

The RUEA unites 31 sectoral and territorial unions operating in all regions of the RA and representing various sectors of the economy. As a result, the RUEA currently has about 14,000 member companies representing all sectors of the RA economy (in 2017, 13,500), about 20% of the companies operating in the RA. These companies employ about 40% of the total employees in the private sector.

The share of women on the management board of the RUEA is 14%<sup>69</sup>.

Several proposals related to the needs of the RUEA were not funded due to a lack of funds.

Table 9. PROGRESS MADE TOWARDS OUTCOME 3.4

<b>Outcome 3.4: Republican Union of Employers of Armenia (RUEA) is capacitated to provide services and support to its members and other enterprises and represent their interests.</b>		
<b>Indicators</b>	<b>Progress at the end of 2022</b>	<b>Comments</b>
3.4.1 Member needs assessment developed and available for the RUEA management	Achieved	<a href="https://employers.am//storage/files/assessing-the-covid-19-impact-in-armenia-eng.pdf">https://employers.am//storage/files/assessing-the-covid-19-impact-in-armenia-eng.pdf</a>
3.4.2 Number of new/improved services provided by the RUEA to its members and potential members	Achieved	During the pandemic, the RUEA developed and offered a package of services to employers, including Business Consulting; Legal Consulting; Training Seminars; Export Promotion & Quality Management; Development of OSH Protection Procedures; ISO 45001+COVID-19 Integrated System Development; Implementation and International Certification.
3.4.3 Number of policy papers aimed at promoting the RUEA business agenda and improving the enabling environment for sustainable enterprises	Achieved	Four policy papers were developed.
3.4.4 Increased RUEA membership	Achieved partially	Ensured about a 4% increase in membership of the RUEA instead of the expected 10%.

### Conclusions on Outcome 3.4

The ILO's support of the RUEA aligns with the organisation's strategic development goals and has supported its strengthening. All actions aimed at achieving this result were purposeful and significantly contributed to the stabilization of the structure and increased visibility.

<sup>68</sup> The source: <https://www.facebook.com/employers.am>

<sup>69</sup> The source: <https://www.employers.am/am/about-us/about-am>

Although the Government's steps aimed at improving the business environment are not visible, the resources created by the RUEA with ILO support, including research, analyses, and policy documents aimed at improving the business environment, can become the subject of broad discussions for social partners, experts, scientific circles, mass media, creating prerequisites for further progress.

The RUEA actively participated in making changes to the labour legislation, particularly the LC and the Law on Employers' Unions. The RUEA also uses the knowledge gained in OSH reforms within the framework of projects implemented with other donors.

Brand changes, new services provided to employers, and the campaign implemented among non-member companies ensured a certain increase in membership of the Organisation (about 4%).

Outcome 3.4 scores for the criteria Delivery of outputs is Satisfactory (5), Use of outputs by partners and Progress made towards outcomes are Moderately satisfactory (4). The overall assessment of Outcome 3.4 is Moderately satisfactory (4)

### Recommendations on Outcome 3.4

- To continue the support aimed at strengthening the RUEA in the directions of further expansion of the structure, improvement of the quality of services provided and introduction of new services.

### Alignment with the country constituents' needs and higher-level results frameworks.

DWCP reflects the priorities of the Government, particularly the MoLSA, the RUEA and the CTUA. It is aligned with the ADS for 2014-2025 and the RA Government Programme 2021-2026, the UNDAF 2016-2020, and the UNSDCF for Armenia 2021-2025, and is relevant to the ILO regional priorities for Europe and Central Asia ([see the Annex 3](#)).

### Progress made towards Outcomes and sustainability of achievements.

Despite the existing country challenges, the Programme has significantly contributed to the reforms in the country. In particular, among the significant results demonstrated within the framework of the Programme implementation are the improvement of the Labour Inspection System (expansion of the scope of powers, provision of additional positions by the Government), the improvement of Labour legislation, technical assistance related to the transition of unified social services, technical advice on the development of LSPS and NES.

The progress of the Programme was reviewed from two perspectives: (a) the achievements of each outcome indicator, which were measured on a three-level scale: achieved, partially achieved and not achieved, and (b) by the multi-point scoring matrix for scoring against key performance categories: Very unsatisfactory (1), Unsatisfactory (2), Moderately unsatisfactory (3), Moderately satisfactory (4), Satisfactory (5), Very satisfactory (6).

The particularly qualitative indicators described are not measurable to assess the progress of the Programme Outcomes. It is much more visible in the evaluation method by the given criteria.

The review showed a sustainability trend at the policy level regarding some outcomes (Outcome 1.1, 1,2), and it is still too early to talk about some of them (Outcome 1.3, 2,1).

The detailed information by criteria **Progress made towards outcomes and sustainability of achievements, Delivery of outputs, and Use of outputs by partners** for each Outcome by Priorities is given above.

The overall ranking scores of Programme Outcomes are shown in Table 16.

*Table 10. Overall ranking scores of Outcomes*

Priority	Outcome	Overall ranking score
<p><b>Priority 1. Improving the mechanisms of regulating labour relations</b></p>	<p><b>Outcome 1.1:</b> Labour law is developed/amended in line with International Labour Standards, with a view to improving working conditions, safeguarding occupational safety and health, and improving the enabling environment for sustainable enterprises.</p> <p><b>Outcome 1.2:</b> Workplace compliance and labour law enforcement improved to protect labour rights and ensure safe working conditions</p> <p><b>Outcome 1.3:</b> Increased capacity of the Government and social partners to facilitate the transition to formality</p>	<p>5</p> <p>4</p> <p>4</p>
<p><b>Priority 2. Improving employment policy and enhancing employability of women and men</b></p>	<p><b>Outcome 2.1:</b> National employment strategy developed to support inclusive and sustainable economic growth</p> <p><b>Outcome 2.2:</b> Increased capacities of the State Employment Agency (SEA<sup>70</sup>) to provide effective and inclusive services to the unemployed, especially to disadvantaged groups of the population.</p> <p><b>Outcome 2.3:</b> Skills Development policies and systems strengthened to effectively address the mismatch between demand and supply in the labour market</p>	<p>4</p> <p>4</p> <p>4</p>
<p><b>Priority 3. Strengthening social dialogue and collective bargaining at all levels.</b></p>	<p><b>Outcome 3.1:</b> Mechanisms of tripartite and bipartite social dialogue improved at republican, territorial, sectoral and enterprise levels</p> <p><b>Outcome 3.2:</b> Strengthened participation of social partners in minimum wage setting mechanism, in line with ILO Convention No. 131</p> <p><b>Outcome 3.3:</b> The capacity of the Trade Union Confederation (CTUA) is strengthened to improve workers' representation and promote decent work</p> <p><b>Outcome 3.4:</b> Republican Union of Employers of Armenia (RUEA) is capacitated to provide services and support to its members and other enterprises and represent their interests.</p>	<p>2</p> <p>4</p> <p>4</p> <p>4</p>

### Delivery of Outputs by Outcomes

The Programme produced several deliverables at the policy level that, with certainty, would positively impact regulating labour relations, employment promotion, skills development, occupational safety and health, labour inspection, and social dialogue.

<sup>70</sup> See reference 31.

Some deliverables at the policy level need to be further adopted or approved by the national authority to guarantee the impact on the system level, like the LSPS and NES (for detailed information about the Delivery of outputs and Use of outputs, see [Annex 4](#)).

The ILO has made large-scale investments to build tripartite partners' capacity in all priority areas. Assessing the sustainability of investments in capacity building is challenging because transferring acquired knowledge is not always possible considering the high fluidity of personnel.

### **Use of outputs by partners**

As a result of the large-scale expert assistance provided to tripartite partners in bringing the RA labour legislation, particularly the LC, into line with ILS, there are already several tangible results in the field of human (labour) rights protection.

The legal framework related to the labour inspection system has been significantly improved, in line with the requirements of the ILO Labour Inspection Convention (No. 81). The main functions of the Labour Inspection Body have been restored, including the function of controlling labour relations.

As a result of a large number of training, seminars, and awareness-raising events, the capabilities of tripartite constituents have been strengthened.

The created resources, including research, assessments, analyses and policy documents, can become the subject of broad discussions for social partners, experts, scientific circles, and mass media, creating prerequisites for further progress (for detailed information about the Delivery of outputs and Use of outputs see [Annex 4](#)).

### **Adequacy of resources**

There is a limited understanding of Programme resources, however, during the interviews, no dissatisfaction was expressed regarding the financial resources of the Programme. Assessing the adequacy of the Programme's resources according to the Programme Outcomes is tricky because the respondents were not informed about the financial resources except for the coordinator of the PILRAT project.

The ILO funding base consists of both assessed contributions from member States and voluntary contributions from a wide range of funding partners. These are used in an integrated framework to support the delivery of ILO results.

Judging by the study results of the Programme documents and the ILO Development Cooperation Dashboard, resources aimed at the same Outcome were budgeted from different ILO funds (RBSA, RBTC, Multi-Bilateral Donors, Other Inter-governmental organisations (EU, US, RF), and the same project addressed and contributed to the implementation of several Outcome, for example, the project "Effective measures implemented by constituents to improve the business environment and promote decent work and support sustainable enterprises" contributed to Outcome 1.3, 3.1, 3.3, 3.4, and "Increased capacities of constituents to develop and implement an Integrated Policy Response on Employment and Social Protection, supported by Social Dialogue" project contributed to Outcomes: 2.1, 2.2, 3.2.

The [ILO Development Cooperation Dashboard](#) provides information on funds allocated and spent by CPOs within the framework of implemented projects. The comparison and combination of this information with the Programme Implementation Plan enable us to analyse the financial resources allocated and spent for each Programme Outcome (see [Annex 5](#)). Still, it cannot be complete, as information about financial resources received from other funds (e.g., RBTC Moscow, RBTC RBTC ACTRAV) is missing.

Considering those mentioned above, no assessment was made regarding the Adequacy of the resources criteria.

### **Emerging risks and opportunities**

Both external, economic, institutional and social risks predicted in the DWCP were realistic. There were also unforeseen risks, outside of the control of the ILO and constituents such as COVID-19 and the 2020 military conflict, which significantly disrupted the Country's development progress, including implementing the Programme. The implementation of the DWCP experienced some delays in 2020-2021 and the target groups were amended due to the above-mentioned factors. Despite this, thanks to the social partners' quick orientation to the new priorities and the ILO's quick response, the Programme has fully responded to the country's social, political, legal and institutional challenges.

In addition to the risks mentioned above, which were outside the ILOs and constituents' control, other internal risks emerged during the Programme implementation period, negatively affecting the Programme results. Among them is the failure of the work of the RTC, as a result of which the implementation of the RCA provisions was not ensured and instead of the expected progress of the tripartite partnership, a setback was recorded.

Among the risks, the interviewees also mentioned the breakdown of institutional memory in state structures due to often personnel changes. The timely and proper transfer of experience and knowledge gained over the years to high-ranking officials was not ensured, due to which individual activities of the Programme were postponed or implemented late. This factor was also presented as one of the main reasons for the failure of the work of the RTC and the Programme Tripartite Advisory Council (TAC).

The loss of effectiveness of distance courses was also mentioned among the risks. The interviewees noted that the effectiveness of face-to-face training is much higher than that of distance training. The latter were mainly organized during working hours, and participation in the course was combined with work duties.

It was proposed to create a digital risk management tool for development cooperation projects, where all the risks that appeared during the implementation of various projects, and ways to overcome them will be included to apply during the implementation of other projects.

## **7. THE GENDER EQUALITY AND VULNERABLE GROUPS ISSUES REVIEW**

The country has some obligations related to gender equality issues. Gender equality is also one of the strategic directions of UNSDCF.

According to the Global Gender Gap Report 2022 of the World Economic Forum (WEF), Armenia has improved its position compared to 2021, taking 89th place among 146 countries (in 2021, it was 114th).

The principles of gender equality were observed throughout the implementation of the Programme within the scope of the Programme activities, including the policy documents developed with the support of the Programme. The topic of gender equality is on the agenda of almost all capacity-building initiatives. A webinar on "Business, non-discrimination and gender equality during COVID-19" was organized by the ILO/ILC of Turin for tripartite partners. No specific gender equality measures were implemented under the Programme, but ILO supported the Government in assessing the Gender Aspects of the Social Protection Floor in collaboration with UN Women (see [Outcome 3.2](#) ).

The study of the documents and the results of the interviews confirm that the participation of women and men was ensured in all activities carried out within the framework of the Programme, including discussions, and there was no manifestation of gender-based discrimination. The participation of

women in capacity-building activities is around 60%. Women's high level of involvement is because the number of women working in the MoLSA and MoESCS systems prevails over the number of men.

All interview participants were well-informed about gender issues and had their position regarding gender inequality causes and solutions. All the participants of the interviews testified that there is no gender-based discrimination in the country's legislation. However, there are several gender inequality problems in the country, such as the difficulty of women entering the labour market, slow career progress, and the gender pay gap, the causes of which, according to the respondents, are often not deeply understood, national and cultural characteristics, as well as typical gender differences, are not taken into account. As a result, an attempt is made to ensure only inclusiveness, that is, to achieve equality of statistical indicators, pushing the sensitivity of the problem, the substantive side, to the background.

According to the testimony of the RA Statistical Committee's representative, within the Households Annual Sample Survey framework, where all indicators, differentiate by males and females any gender-sensitive analysis is possible. However, the survey is very extensive and sometimes the researcher has a problem finding the necessary data. There is a need to increase literacy in the use of statistical data.

The Programme foresees some indicators and results aimed at gender equality. However, to measure some of them and evaluate the progress, it is necessary to carry out an additional evaluation (Outcome 1.3, 2.2, 3.3, indicator 1.3.2, 2.2 .2, 3.3.2), which is beyond the scope of this review. Progress has been recorded in terms of Indicator 3.1.2 of Outcome 3.1. The share of women (men) involved in the RTC is 37% instead of the planned 30%.

The gender equality component tends to be more pronounced due to the interest of the Government and social partners and the availability of a relevant Technical Specialist in the ILO Office.

According to the Specialist mentioned above, the Programme is not sufficiently gender-sensitive. As a result of discussions, it was proposed until 2023 to include a gender component in the ongoing project PILRAT where both the statistical indicators and the substantive aspect will be equally important.

It is assumed that the revitalized labour inspection system with the support of the Programme, with active cooperation with social partners, will play a significant role in raising and overcoming gender-sensitive issues in the workplace.

The Programme also planned special measures for vulnerable groups, but these were not entirely implemented due to institutional and priority changes. Despite this, in the context of labour rights protection, the impact of the Programme is expected to be positive in the long term for all vulnerable groups. In addition, within the framework of the Programme, methodological guidance and support were provided to the Government and Social Partners to support persons in vulnerable groups due to COVID-19 and military operations or to implement alternative Programmes. The RA Government implemented 22 measures aimed at mitigating the consequences of COVID-19, of which nine aimed to eliminate the pandemic's economic and 13 social consequences.

Funded by the RA State Budget, five programmes were implemented in 2022 for persons with disabilities, including young people. Two are new (one is aimed at the participants in the war, and the other is aimed at the displaced Armenian population). Vocational training and on-the-job training Programmes were also implemented with the support of various donor organisations for vulnerable groups due to military operations, including persons with disabilities.



## 8. DWCP'S LINKAGE WITH THE UNDAF/UNSDCF STRATEGY AND THE ILO'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

The Programme was developed during the period stipulated by the previous document of the UNDAF. The Outcomes of the Programmes implemented with the support of the UN and the goals and targets set by the SDGs were taken into account. While determining the Programme's priorities, the existing indicators in terms of goals and targets of the country's SDGs, particularly SDG 1, SDG 2 and SDG 8, and the directions of the Government's policy and strategy to improve these indicators were considered.

With the implementation of the Programme, the ILO contributed to the two outcomes of the UNDAF 2016-2020 (Outcome 1: By 2020, Armenia's competitiveness is improved, and people, especially vulnerable groups, have greater access to sustainable economic opportunities and Outcome 2: "By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.").

With ILO support, a National Employment Strategy was drafted, the LC was reviewed and commented on, several studies were carried out in the field of skills management (see [Outcome 2.3](#)), a rapid assessment of the impact of Covid-19 on the labour market was carried out (Covid Respons Plan, 2020).

As a result of the reform in the UN policy in 2019, 20 UN organisations signed the "UN Sustainable Development Cooperation Framework for Armenia 2021-2025" document in 2021, which defines the implementation of the SDGs and, in general, in the field of development of Armenia and the main priorities of UN cooperation for the next five years, also reflect the response measures aimed at overcoming the consequences of the COVID-19 pandemic (Covid Respons Plan) and the consequences of the 44-day war (Armenia Inter-Agency Response Plan).

ILO support under the Covid Response Plan was implemented with additional funds allocated from the RBSA budget, directed to ARM 154<sup>71</sup> CPOs, contributing to SDG 1 and SDG 8 targets. For ILO support of these Outcomes, see [Outcome 1.3](#), [2.1](#) and [2.2](#).

Although the Joint Steering Committee of the United Nations has not yet been established, the ILO, as a part of the UNSDCF 2021-2025 agreement, is represented in separate Results groups and participates in three of the outcomes (see [Annex 7](#)).

On the platform created by the cooperation of the UN Country Team (UNCT) and the Statistical Committee, the SDGs are presented by sectors with their metadata. According to the interview results, Armenia is one of the few countries that does not have a National SDG Framework and localized indicators. The national process of SDG localization has been interrupted due to known reasons in the country.

Since the strategy of UNSDCF is above the strategies of all agencies, the task is to bring the strategy and final results (Outcome) of partner agencies, including the ILO, closer to the strategy of UNSDCF at the level of content and indicators.

During the interviews, social partners emphasized the connection between the Programme and the SDG. They expressed their willingness to participate in the monitoring function of the SDGs while noting that they are not informed by whom and how it is implemented. Moreover, they have shown unusual activity by being included in the SDG National Council on a competitive basis, which, unfortunately, is still a nonfunctioning body.

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<sup>71</sup> Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises,

The ILO supported strengthening social partners' capacity to participate in the UN reform processes at the national level. For this purpose, in September 2021, the ILO and the Turin ITC organized an online training for social partners on "Making the voices of social partners count in UN processes"<sup>72</sup>.

## 9. RECOMMENDATIONS

### General recommendations

- The ILO's visibility in Armenia is insufficient, and lack of development cooperation projects, it is significantly reduced compared to other UN structures. It is necessary to increase the level of awareness and publicity of the ILO and the Programme by activating the social dialogue and involving the mass media representatives. Concerning tripartism and social dialogue ILO acknowledges the potential for collaboration with civil society after appropriate consultations with tripartite partners, emphasizing that social partners are open to dialogue and work with those NGOs that are specialising in different societal problematics and share the same interests, values and goals and are consistent in achieving them”.
- To support the improvement of the efficiency of the country's management system, to introduce interdepartmental (education, employment, economy, territorial administration) self-operating mechanisms of communication and information exchange through which the systems can mutually support each other.
- Support the Government in nationalising SDGs through close cooperation with other UN agencies and all Armenian governmental bodies.
- Considering the profound changes that have taken place in the global economy, including the economy of Armenia, in the last decade, to develop the Decent Work Country Profile for Armenia
- Create a digital risk management tool for development cooperation projects, which will include all the risks that appeared during the implementation of various projects providing ways to overcome them for application during the performance of other projects.
- Ensure the participation of the RA Statistical Committee in the development stage of the Programmes (projects) implemented in the country to assess the user's needs and increase the literacy of using statistical data.

### Recommendations by priorities

#### Priority 1. Improving the mechanisms of regulating labour relations.

- Continue the work to formalise the informal sector of the economy; in particular, discuss the possibility of assessing the informal sector with the social partnership parties.
- To establish a social partnership, encourage and implement the necessary mechanisms to form a healthy and effective partnership relationship and work culture.
- Support the drafting of the Law on Social Partnership (in this context, it is desirable to discuss the issue of giving legal force to the decisions of the RTC).
- After the adoption of the draft laws listed above, initiate a study to assess the compliance of labour legislation with ILS and continue to support the tripartite partners in making consistent efforts to bring the legislative framework related to the Labour Inspection System into line with the ILO Convention No. 81. Assist the Government in the development of sub-legal acts arising from the amended legal acts.

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<sup>72</sup> [https://www.ilo.org/global/docs/WCMS\\_821509/lang--en/index.htm](https://www.ilo.org/global/docs/WCMS_821509/lang--en/index.htm)

- Support the tripartite partners in public awareness after adopting the amendments to the Labour Code.
- Encourage the Government to provide live (online) broadcasting and online access to video recordings of RTC meetings to ensure transparency.
- To support CTUAs in creating a strategic vision for developing the social protection sector.

#### Priority 2. Improving employment policy and enhancing employability of women and men.

- After adopting the Labour and Social Protection Strategy and the National Employment Strategy, continue to support the Government in analysis of legal acts regulating the relevant areas and alignment with the strategy.
- After adopting the above strategies, support the Government in strategy monitoring and evaluation.
- Continue to support the process of reforming USSs by involving local expert teams, which, together with an international expert, will develop and propose a map of the integrated functions of employment and social spheres of USS territorial centres.
- To ensure the implementation of pilot Programmes in the selected USS centres to implement the acquired experience in all centres in the future.
- Support the development of an Apprenticeships system
- Support the Government to increase employers' representation in education reform and skills management processes.
- Assist the RA Statistical Committee in improving Labour Market Statistics.

#### Priority 3. Strengthening social dialogue and collective bargaining at all levels.

- Continue to increase and strengthen the capacities of social partners at all levels of social dialogue in collective bargaining, labour disputes and conflict resolution.
- Promote the creation and activation of sectoral and regional associations of trade unions and employers. Support the employers' union to establish sector-based structures and the trade to establish unions on a professional base.
- To continue the support aimed at strengthening the RUEA in the directions of further expansion of the structure, improvement of the quality of services provided and introduction of new services.
- Continue the presentation of ILS to the tripartite constituents, in particular, to discuss the expediency of adopting the ILO Violence and Harassment Convention, 2019 (No. 190) with CTUA and the Care Economy.
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- Support in developing a gender equality strategy for the Programme. Plan the presentation of topics on gender equality, violence and harassment to the tripartite partnership.
- Continue to provide support in aligning national legislation regulating the social protection area with the ILO standards. In particular, to complete the work on developing the unemployment insurance scheme.
- Carry out work to align the minimum wage setting mechanisms with the ILO Convention N131.

## 10. RECOMMENDATIONS FOR THE NEXT DWCP

Below are presented the recommendations for the next DWCP made based on the interviews, grouped according to design, management, and technical-related issues.

### Design related issues

- Based on the current situation of the tripartite partnership, strengthening social dialogue and collective bargaining should be a priority direction.
- At the design stage of the new Programme, bring the Programme strategy and Outcomes closer to the UNSDCF strategy at the level of content and indicators.
- The UNSDCF 2021-2025 priorities should be considered during the next DWCP design phase, and the implementing periods of the Programme and UNSDCF should be aligned.
- Develop a Theory of Change that will enhance understanding of the actions to be taken and expected progress within the implemented intervention.
- Some of the qualitative indicators to assess the progress of the Programme are not measurable. At the design stage of the new Programme, special attention could be paid to the wording of the indicators to understand how measurable the indicator is. It is desirable to develop a guideline for the development of indicators at different levels. It will ensure the provision of output performance indicators and outcome indicators for measuring the Programme's progress. To foresee a person/day measurement unit for assessing participation in capacity-building activities.
- At the design, implementation and monitoring stages of the new Programme, the principles of gender equality should be reflected even more deeply, emphasising not only inclusiveness but gender sensitivity too, which means what impact the Programme interventions can have on different genders. In the design phase, the areas where women-oriented interventions will be needed to attract relevant donors should be defined.
- At the design stage of a new Programme, foresee a risk management strategy that can reduce and propose solutions for the risks that appear in the early stage of Programme implementation.

### Technical and management related

- Increase ILO representation in UNSDCF coordination processes. Support tripartite partners in engaging in the UNSDCF (SDGs) monitoring group.
- Continue to support the improvement of the Labour Inspection system of Armenia, including creating a non-judicial labour dispute resolution system and encouraging inspectorial functions having consultative nature with the participation of social partners.
- Continue the work to formalise the informal sector of the economy, in particular, jointly with social partnership parties, assess the informal sector of the economy and take appropriate measures to protect the labour rights of persons with informal employment.
- Continue work to encourage the ratification of new ILO conventions, particularly the fundamental recognised conventions C155 (Occupational Safety and Health Convention, 1981 (No. 155) and C187 (Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)).
- Continue work towards the development of the national OSH framework.

- Emphasise the issue of youth employment with the active involvement of employers. Assist the Government in implementing a modern career guidance system.
- By improving the enforcement of International Labour Standards, initiate the implementation of policies and Programmes aimed at increasing labour productivity and promoting SMEs.
- Support the tripartite partners in carrying out periodic monitoring by the Tripartite Advisory Group of the Programme with the involvement of all parties. It will enable reviewing the Programme Implementation Plan and managing unforeseen risks if necessary.
- Taking into account the overload of the National Coordinator, to increase the effectiveness of the Programme management, consider the possibility to have a separate position with responsibility for supporting the coordination of the DWCP implementation.
- Technical-related issues
- Support the Government and social partners in raising awareness of being the owner and responsible for the Programme. For this purpose, to increase the effectiveness of Programme coordination and accountability by developing a unified reporting format, which will reflect the ILO support, the Government's (social partners') contribution, the area of application, the results achieved, the number of participants involved in the events and activities (person/day) with differentiation between women and men, and so.
- To evaluate the knowledge and skills transferred to the staff of the relevant structures when conducting training within the framework of development cooperation projects, apply the Knowledge, Skills and Attitudes testing. It will make it possible to evaluate the level of knowledge before the training, the gained knowledge immediately after the training, and the preserved knowledge six months after the training.
- To preserve and distribute the resources and tools created within the framework of the Programme, as well as to exclude the risk of breaking the institutional memory, to create an Armenian-language electronic platform for social partnership and ensure its operation.

## 11. LESSONS LEARNT

- Frequent changes in Government that cause significant personnel changes can significantly affect the Programme implementation process, from delaying the process to changing Government priorities. Since decisions are made at the top levels of Government, newly appointed Government officials need time to understand the role and importance of the Programme and respond promptly.
- In determining topics and strategies, ensuring the correct orientation and calculated forecasting of authorized partners and the ILO office is necessary. When choosing topics and strategies with partners, it is advisable to consider the ILO Office's capacity to provide long-term support in the selected direction. In particular, a change in terms of ILO relevant technical specialists (their presence or absence) during the Programme may lead to delays or omissions of already mutually agreed actions within the framework of priorities and, conversely, to the possibility of new, unplanned interventions.
- Although proper consultations were held with tripartite partners during the Programme design phase, an effective tripartite monitoring system was not implemented during the Programme implementation phase.
- The Programme implementation process is highly related to the readiness of the partnership and the provision of the necessary environment for a smooth dialogue. In this regard, all parties should show an indeed partnership approach.

- If due to the intervention new policies are expected to be adopted, technical assistance should be provided to the Government in consultation with the Employers' Union and Trade Unions.
- The Government and social partners' financial contribution to the Programme will further increase the responsibility and awareness of ownership of the Programme.
- As the Tripartite Advisory Board of the Programme did not function, the overall coordination of the Programme was carried out by the National Coordinator through separate dialogues with the parties of the Tripartite Partnership, which was very labour-intensive and challenging to track. All the partners must take a stakeholder approach in launching the tripartite governance mechanism that will lead to the effective implementation of the Programme.
- The efficiency of the Programme would be further increased if other unions of employers and workers were also involved (Tripartite+). In this way, the level of awareness regarding the international standards of the work of these organisations would increase.
- The Programme's effectiveness largely depends on the correct, targeted selection of constituents' representatives at the Programme events. To participate is not to ensure participation but to acquire and transfer knowledge.
- The lack of a joint accountability mechanism by the tripartite partners creates difficulty in Programme monitoring, particularly in assessing the progress of agreed outcomes.
- The lack of a joint accountability mechanism by the tripartite partners creates difficulty in Programme monitoring, particularly in assessing the progress of agreed outcomes. State bodies do not give enough importance to the resources created during the Programme, trying to find independent solutions to problems. In contrast, the Programme's tripartite cooperation model implies mutually agreed solutions.

## 12. GOOD PRACTICES

Revitalizing the inspection system of Armenia was the most successful experience of the Programme. As a result of the reforms in the Labour inspection system during 2013-2017, the structure was deprived of state control over the requirements for the implementation of labour legislation, other normative legal acts and collective agreements containing labour law norms. With the Programme's support, the Labour inspection system was reactivated in 2021. The legal framework related to the Labour Inspection Body has been significantly improved, in line with the requirements of the ILO Labour Inspection Convention (No. 81). The main functions of the Labour Inspection Body have been restored, including the function of supervising compliance on labour relations. As a result of the structural changes in the Labour Inspection Authority, a Labour Legislation Control Department was created. The number of labour inspectors increased by 60 (see [Outcome 1.2](#)).

Implementing the Programme coincided with a challenging period for Armenia. COVID-19 and the 2020 military conflict significantly disrupted the country's development progress, including implementing this Programme. There were new challenges that required a quick solution. Thanks to the partners' quick orientation to new priorities and the ILO's quick response, the Programme has demonstrated great flexibility and fully responded to the country's social, political, legal and institutional challenges.

A successful example of encouraging employers is the "Best Employer" annual award ceremony organized in cooperation with Government and public institutions in Armenia. 2021 In December, a memorandum was signed between the HLIB, the UMBA (The union of Manufacturers and Businessmen of Armenia), the RUEA, the CTUA, and the "Mantashov Businessmen's Union" on holding the award ceremony every year and compiling a ranking table of the ten best employers from among

the contenders. Employers with no violations recorded during the year and introducing new mechanisms for labour rights protection during the year will be included in the rating table.

## 13. ANNEXES

### *Annex 1. Terms of reference*

**Terms of reference  
Final Review of Decent Work Country Programme (DWCP)  
Armenia  
2022**

#### **1) Introduction**

The ILO evaluation policy set out the Office's commitment to more systematic use of internal and self evaluation. The DWCP interim to final review is part of the process of the DWCP progress monitoring and reporting. It is to be carried out with the participation of the ILO constituents and other national partners, as appropriate. It enables the ILO and its constituents to review their joint performance in delivering planned outputs and supporting the achievement of outcomes. The DWT/CO Moscow has prepared the Terms of Reference in consultation with RO EUROPE and EVAL office. They will be submitted to tripartite constituents for discussion in order to refine the approach.

The review will be a means of providing feedback on how well the ILO performed so far under the DWCP 2019-2023, highlight good practices, as well as challenges, and make recommendations for the remaining duration of the programme with an outlook into the future as to how the next DWCP could be designed and implemented. Another use will be to improve the evaluability of a new DWCP and future DWCPs in general through close attention to the results matrices. The review will be coordinated by the ILO DWT/CO Moscow.

#### **2) Background and Context**

##### ***Decent Work Country Programme***

The ILO DWT/CO Moscow, prior to the beginning of the ILO Programme and Budget cycle 2020-2021, developed a Decent Work Country Programme for the period 2019 – 2023 jointly with the constituents. The DWCP was signed in May 2019.

The following priorities were identified for collaboration between the ILO and the tripartite constituents in Armenia based on the analysis in the areas relevant to the ILO Mandate and the ILO comparative advantage in the framework of the Decent Work concept, which refers to policies promoting employment, which should be safe, secure, decently remunerated, with healthy working environment, ensure social protection of workers and their families, give voice to workers, and guarantee equal opportunities and treatment for all:

Priority 1. Improving the mechanisms of *regulating* labour relations

Priority 2. Improving *employment* policy and enhancing employability of women and men

Priority 3. Strengthening *social dialogue* and collective bargaining at all levels.

Given their importance for promoting the ILO Decent Work agenda in the country, the cross-cutting issues of international labour standards, social dialogue, gender equality and non-discrimination, and just transition to environmental sustainability are being streamlined in implementation and assessment of DWCP outcomes.

A detailed implementation plan, including outcomes, outputs, indicators and resources for the delivery of the DWCP, was developed as an internal document. The implementation plan enables the Office to organise and monitor the work towards the achievement of the specific objectives (outcomes) of the programme.

The implementation of the DWCP experienced some delays in 2020 - 2021 due to the external factors outside of the control of the ILO and constituents.

Below is a list of the DWCP outcomes divided into three groups as per each of the above priority areas, as follows:

Priority 1. Improving the mechanisms of regulating labour relations

Outcome 1.1: Labour law is developed/amended in line with international labour standards, with a view to improving working conditions, safeguarding occupational safety and health, and improving the enabling environment for sustainable enterprises

Outcome 1.2: Workplace compliance and labour law enforcement improved to protect labour rights and ensure safe working conditions

Outcome 1.3: Increased capacity of the government and social partners to facilitate the transition to formality

Priority 2. Improving employment policy and enhancing employability of women and men

Outcome 2.1: National employment strategy developed to support inclusive and sustainable economic growth

Outcome 2.2: Increased capacities of State Employment Agency (SEA) to provide effective and inclusive services to unemployed, especially to disadvantaged groups of population

Outcome 2.3: Skills Development policies and system strengthened to effectively address the mismatch between demand and supply in the labour market

Priority 3. Strengthening social dialogue and collective bargaining at all levels

Outcome 3.1: Mechanisms of tripartite and bi-partite social dialogue improved at republican, territorial, sectoral and enterprise levels

Outcome 3.2: Strengthened participation of social partners in minimum wages setting mechanism, in line with ILO Convention No. 131

Outcome 3.3: Capacity of Trade Union Confederation (CTUA) is strengthened to improve workers' representation and promote decent work



Outcome 3.4: Republican Union of Employers of Armenia (RUEA) capacitated to provide services and support to its members and other enterprises and represent their interests

### ***RBSA country programme outcomes***

In order to support the work on the DWCP, additional funds were provided from the Regular Budget Supplementary Account (RBSA) as per the following Country Programme Outcomes (CPOs):

ARM 154 on sustainable enterprises: Enabling environment for sustainable and resilient enterprises generating employment and transition to formality in the COVID-19 post-crisis recovery (200,000 US\$) 2021 - Feb. 2022 (there was an internal evaluation of this CPO in 2022)

ARM 152 Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue 249,080 US\$ 15 months (extended till 31 December 2022)

### **3) Clients**

The main clients of the evaluation are the specialists and management of the DWT/CO for Eastern Europe and Central Asia, EUROPE Regional Office, ILO HQ, ILO donors, tripartite constituents and national implementing partners in Armenia.

### **4) Purpose**

The main purpose of the review is learning. It is also to improve further programming and ensure internal and external accountability. It will provide:

- a summary of results and achievements per each of the priority areas
- an analysis of relative effectiveness under each DWCP priority/outcome and areas for improvement
- documented good practice examples (guidelines provided in Annex 1)
- overall lessons learned
- recommendations for the next steps: a) on programming issues, themes, strategies, target groups; b) on the implementation process, operational modalities

### **5) Scope and criteria**

The review will cover all activities carried out under the Decent Work Country Programme for Armenia during 2019-2022, including the RBSA-funded Country Programme Outcomes (CPOs) in 2020-2021 and 2022, as part of a stock taking exercise.

It will focus on the progress made on tangible outcomes directly resulting from ILO contributions. Key criteria for the review are: 1) alignment with the country constituents' needs and higher-level results frameworks (i.e., UNSDCF, SDGs) 2) delivery of outputs; 3) use of outputs by partners; 4) adequacy of resources; 5) progress made towards outcomes and sustainability of achievements; and 6) emerging risks and opportunities. The review will provide recommendations on the next steps, areas of cooperation and strategies.

With regards to SDGs, the review will assess to what extent does the DWCP integrate the relevant UNSDCF results, SDG goals and targets to be able to demonstrate ILO contribution to them and what is the ILO constituents' readiness to engage in M&E of SDGs in the framework of the ILO mandate<sup>73</sup>.

### **Proposed Methodology**

The review exercise is a participatory assessment of current practice. When conducting the review, in addition to the ILO Office, the tripartite constituents as well as other parties involved in the country programme and targeted for making use of the ILO's support will be asked to contribute and participate.

The review will integrate ILS, social dialogue, gender equality and non-discrimination issues as a cross-cutting concern throughout its methodology, analysis and deliverables. Gender concerns will be addressed in accordance with the ILO EVAL Guidance Note 3.1: Integrating gender equality in the monitoring and evaluation<sup>74</sup>. The gender parity will be considered during the data collection process, the interview questions will be formulated and the report will be drafted from a gender equality perspective with an aim to highlight progress achieved and challenges faced in promotion of transformative agenda of gender equality and non-discrimination. It will consider the implications of COVID-19 pandemic on the implementation of the DWCP and assess the adaptations in working methods made by the ILO<sup>75</sup>.

An external consultant will be hired to facilitate the review process. The external consultant will apply mixed methods and ensure that both men and women will be involved and provide their opinions. He/she will conduct a desk review, interview key stakeholders and beneficiaries (in person or on distance depending on /the circumstances), draft the report, facilitate a presentation for the stakeholders or roundtable discussion of the main findings and prepare the final review report based on inputs received. If scheduling permits, the presentation for the stakeholders would be organized in the framework of the new DWCP development meeting (TBC).

Specialists from the ILO DWT/CO Moscow will be asked to contribute to the exercise, including through participation in a self-evaluation on the same criteria.

### **Preparation**

1. DWT/CO Moscow with the help of the National Coordinator should compile relevant documents:
  - ▶ Activity/performance reports, mission reports, products, studies, research produced (under each outcome), including materials produced by the USDOL-funded Helping Protect Armenians' Rights Together project<sup>76</sup>
  - ▶ Other relevant background information, including DWCP Implementation and Monitoring plan, project level reports, evaluation reports, etc.

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<sup>73</sup> with a reference to EVAL Diagnostic Instrument to assess the evaluability of DWCPs in the context of the UNCF and the SDGs [wcms\\_626865.pdf \(ilo.org\)](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_626865.pdf)

<sup>74</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_746716.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746716.pdf)

<sup>75</sup> • Protocol to collect evidence on ILO response to COVID19-19: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_757541.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf)

<sup>76</sup> I.e., Gap Analysis of the Armenian Labour Inspectorate (HLIB), which identifies the necessary legislation amendments to bring national legislation closer to ILO C81 and C129 on labour inspection ; formulation and implementation of the Strategic Compliance Approach to labour inspection, which is ongoing in Armenia with the support of the USDOL project (can be found on one drive link with the project documents [https://iloprod-my.sharepoint.com/:f/g/personal/bakhshinyan\\_ilo\\_org/EJjpoOyvJuZMiw5sf16g0Y0BwcEPMZ9KS8aRQ1d7qT8rDQ?e=WYq7yV](https://iloprod-my.sharepoint.com/:f/g/personal/bakhshinyan_ilo_org/EJjpoOyvJuZMiw5sf16g0Y0BwcEPMZ9KS8aRQ1d7qT8rDQ?e=WYq7yV) )

All the above information for each outcome should be sent to the reviewer prior to the actual review period.

2. The consultant will observe the following workflow:

- Collect DWT/CO input
- Review documents
- Conduct stakeholder interviews
- Document findings, prepare first draft report, including good practice cases
- Facilitate a PPP presentation or discussion of main findings with the stakeholders
- Finalise the report

3. The ILO National Coordinator in Armenia in coordination with the DWT/CO should arrange a program of interviews for the consultant with the following (as appropriate):

- ILO staff in the country
- Government (Ministry of Labour)
- Workers' organisation
- Employers' organisation
- Other UN agencies
- Implementing partners and beneficiaries (e.g., people who have received training and/or benefitted from other activities, with a consideration of gender parity of the respondents to the extent possible)

4. The consultant in coordination with the National Coordinator will arrange a presentation for the stakeholders, in order to share the preliminary findings, possibly in the framework of the new DWCP development workshop.

## **6) Outputs**

- The review consultant should prepare a draft report (in English) and a presentation of main findings;
- Based on the feedback from ILO staff and partners, the review consultant should summarize all the findings and conclusions in a final report (in English), including documented good practice cases;
- The final report should provide summary findings for each DWCP outcome based on document reviews and ILO and partners' comments. Each outcome should be scored against key performance categories, using the multi-point scoring matrix (see template in Annex 2. Table 1. Scoring template for summarizing outcome-level findings of the review)
- A final section of the report should highlight overall conclusions and recommendations and recap major issues to be reflected in a future DWCP. It will also highlight main challenges faced during the implementation and how they were addressed. The recommendations should also address strategies for the formulation of the new DWCP document.
- The final report should be shared with the ILO staff, tripartite constituents and partners, who can react to the findings and issues raised, and plan next steps to address these.

## **7) Qualifications requirements for the external consultant**

University degree in economics or social sciences; understanding of the ILO's tripartite foundations and Decent Work approach; research, interviewing and report writing skills; knowledge of the country/region; fluency in English and Armenian or Russian.

## **8) Provisional work plan and schedule**

It is envisaged that the review will tentatively start at the beginning of December 2022 and will take approximately 30 workdays (non-consecutive). Below is a provisional work plan.

Task	Time frame	Responsible person	Unit/	Consultations
1. Draft TOR prepared	October	DWT/CO		National Coordinator
2. Internal and external consultations to finalize terms of reference	November	DWT/CO; National Coordinator		EUROPE; constituents
3. Identification of external consultant	November	DWT/CO		EUROPE; National Coordinator
4. Preparation of background documents, materials, reports and studies by outcomes	November	DWT/CO Specialists; National Coordinator		
5. A program of meetings/interviews scheduled for the consultant to get inputs from national stakeholders (government, workers and employers' organisation, UN agencies etc.)	Beginning of December	National Coordinator; DWT/CO		Constituents
6. Documents reviewed	6 days December	Consultant		
7. Interviews with stakeholders	7 days December	Consultant		National Coordinator; DWT/CO; national tripartite constituents, partners, UN agencies
8. Outline of key findings in English and Armenian	4 days	Consultant		
9. Draft report	8 days	Consultant		National Coordinator; DWT/CO
10. Circulation of the draft report for comments: ILO staff, constituents and other stakeholders	[10 days] Deadline to be determined	National Coordinator		
11. Finalization of the report based on comments	4 days Upon receipt of consolidated comments from the ILO	Consultant		National Coordinator; DWT/CO
12. Presentation of the final report to the constituents	One day (TBD)	Consultant		National Coordinator

## **ANNEXS**

### **ANNEX 1. GOOD PRACTICE GUIDELINES**

#### **Suggested guidelines for identification and documentation of good practices**

The aim of documenting good practice is to share and learn from joint experiences by identifying which approaches work best and why.

#### **1. What is good practice?**

Good practice is a means of systematically building on effective approaches by examining experiences and processes that work, understanding why they work and under which circumstances/national context, and extracting lessons from them that could be applied by others working on similar issues elsewhere.

Of particular interest are new/innovative approaches to well recognized problems that are often hard to overcome. More specifically:

- Good practice can be a practice at any level ranging from broad legislative frameworks/norms or policies; organisation/enterprise level action; or practices involving the informal sector.
- Examples of good practice must have actually been tried and shown to work, as distinct from being potentially good ideas that have not been tested.
- Good practice can represent work in progress that has provided positive preliminary findings.
- The overriding criteria in selecting a good practice should be its potential usefulness to others in stimulating new ideas or providing guidance on how to be more effective.

#### **2. Some general criteria to consider when determining whether a practice is 'good'**

- Innovative or creative: What is special about the practice that makes it of potential interest to others? Does it offer a new way to approach an old problem?
- Process works: Is the practice a good example of how programme process does work? How common difficulties were overcome and results achieved?
- Effectiveness/impact: What evidence is there that the practice has actually made a difference? Can the impact of the practice be documented in some way; through a formal programme evaluation, impact assessment data, or something else quantifiable?
- Replicability: Is this a practice that could be replicated in some way in other situations or settings? Note that a practice doesn't have to be copied exactly to be useful to others.
- Sustainability: Is the practice likely to continue in some way and to be effective over the medium to long term? Is it sustainable in terms of structure, capacity and funding and able to carry on without outside support?
- Participatory and relevant: Has the practice taken a consensus-building and participatory approach, did it involve the social partners? Is it in accordance with ILO's values and standards? Is it appropriate to the workplace situation, country and culture?
- Efficiency and implementation: Were resources (human, financial and others) used in a way to maximize impact? Is the practice affordable and did it add value?

#### **3. How to prepare a case study of good practice?**

The case studies should be short (no more than 3-5 pages) and structured to include a mix of factual information/context with quotes and anecdotes to illustrate key points and give a 'human face' to the study.

b. Guidelines for structure

- a) An introductory section which sets the scene for the good practice. This should include:
  - i. Title
  - ii. Introduction - Give some background information on the country, some general facts/statistics.
- b) Explain when, how and why the good practice was initiated. Was there a particular problem that had to be overcome? What was it? Where did the initiative for intervention come from and why? It is particularly important to illustrate where the programme was starting from in order to effectively show what was later achieved.
- c) Give an in-depth description of the practice – why was it initiated, purpose, objective(s), key components (how does it work), key players.
- d) Achievements/accomplishments – what makes this practice 'good,' what difference does it make?
- e) If available, findings of baseline and follow up surveys showing the effect of the practice.
- f) Lessons learned:
  - a. Key features/factors that contributed to the success/effectiveness of the practice.
  - b. Necessary conditions for its effective implementation.
  - c. Pitfalls to avoid.
  - d. Obstacles faced and how they were overcome.
  - e. Adaptations introduced and why.
  - f. Recommendations for replication of the good practice.

4. Annexes

Please annex photos, news clippings, and any other relevant material related to the good practices, contacts of staff or/experts involved in the practice. ANNEX 2. SCORING CATEGORIES AND TEMPLATE

Based on the research done and feedback obtained from ILO staff and partners, the review consultant should summarize outcome-level findings using the template (see table 1 below) based on the following scoring categories:

1	2	3	4	5	6
Very unsatisfactory	Unsatisfactory	Moderately unsatisfactory	Moderately satisfactory	Satisfactory	Very satisfactory

Table 1. Scoring template for summarizing outcome-level findings of the review			
<b>Outcome-specific findings regarding progress and performance</b>			
Outcome: _____			
Performance area	Rating	Evaluator's comments	

A. Resource adequacy				
B. Delivery of outputs				
C. Use of outputs by partners/ target groups				
D. Progress made towards outcomes				
Total score				

*Annex 2. List of persons interviewed (in alphabetical order)*

Anna Zhamakochyan	MoLSA, Deputy Minister
Boris Kharatyan	CTUA, Deputy Chairmen
Gagik Makaryan	RUEA, Chair
Gohar Darbinyan	HLIB, Deputy of head
Haykuhi Gevorgyan	MoLSA, Director of "Methodological Center for Professional Orientation"
Karen Poghosyan	USS, Vanadzor territorial center, expert
Lusine Kalantaryan	RA Statistical Committee, Head of Labour Statistics Division
Mane Tadevosyan	UN RCO in Armenia, Data and Results Management Adviser
Nune Hovhannisyan	ILO Armenia, National Coordinator
Nune Safaryan	USS, Kentron-Nork Marash territorial center, senior specialist
Nver Sargsyan	ILO, the Coordinator of the "Promoting Implementation of Labour Rights in Armenia Together" project
Ozge Berber Agtas	ILO, DWT/CO Moscow, Specialist on Gender Equality and Non-Discrimination
Zora Sargsyan	RA MoLSA, Head of the Department of Labour and Employment

Priority 1. Improving the mechanisms of regulating labour relations
<p><b>Links to National development priorities:</b></p> <ul style="list-style-type: none"> <li>• <b>Armenia Development Strategy for 2014–2025</b> Priority 4. Institutional modernization of the public administration and Governance</li> <li>• <b>RA Government program 2021-2026,</b> section 4 (Human capital development), subsection 4.6 (Employment and social protection) "To realize the right to decent work, the mechanisms for the regulation of labour relations will be simplified and improved, meeting the requirements of the international obligations undertaken by the Republic of Armenia." "An effective out-of-court system for resolving labour disputes will be introduced, increasing the role of social partners".</li> <li>• <b>National strategy for the protection of human rights</b> Appendix 2 Paragraph 72 of Decision No. 1978-N on approving the action plan for 2020-2022 is intended to establish the basic rules for ensuring the health and safety of workers.</li> </ul>
<p><b>Links to UNDAF 2016-2020 Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 2:</b> By 2020, people benefit from improved systems of democratic governance and strengthened protection of human rights.</li> </ul>
<p><b>Links to UNSDPF Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 6:</b> People benefit from effective and accountable governance systems and institutions that safeguard human rights and uphold the rule of law; and a public administration that ensures effective and human-centred service delivery for all.</li> </ul>
<p><b>Links to SDG's Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>SDG 8; SDG 16</b></li> </ul>
<p><b>Links to P&amp;B Outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 1:</b> Strong tripartite constituents and influential and inclusive social dialogue (Indicators: 1.3.1, 1.3.2)</li> </ul>



- **Outcome 2.** International labour standards and authoritative and effective supervision (Indicators: 2.2.1, 2.3.2)
- **Outcome 4.** Sustainable enterprises as generators of employment and promoters of innovation and decent work (Indicators: 4.1.1, 4.3.1)
- **Outcome 7.** Adequate and effective protection at work for all ( Indicators: 7.4.2)

## Priority 2. Improving employment policy and enhancing employability of women and men

### Links to National development priorities:

- **Armenia Development Strategy for 2014–2025**  
**Priority 1.** Expansion of Employment  
**Priority 2.** Development of Human Capital
- **RA Government program 2021-2026,**  
 section 4 (Human capital development), subsection 4.6 (Employment and social protection)  
 “The Government will empower the newly formed Unified Social Service. It will continuously engage in capacity building among professionals of the personnel of structures providing social services. By 2023, 100% of social workers of the Unified Social Service will undergo professional training.

### Links to UNDAF 2016-2020 Goals and Targets:

- Outcome 1. By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities

### Links to UNSDPF Goals and Targets:

- **Outcome 2** “People benefit from a progressively universal, inclusive, and shock-responsive social protection system across the lifecycle”.
- **Outcome 4.** “People, communities, and regions benefit from equitable economic opportunities, decent work, and sustainable livelihoods, enabled through competitiveness and inclusive green growth”.

### Links to SDG’s Goals and Targets:

- **SDG 1; SDG 4; SDG 5; SDG 8**
- **Outcome 3.** Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all (Indicators: 3.1.1, 3.5.1)
- **Outcome 5.** Skills and lifelong learning to facilitate access to and transitions in the labour market (Indicator: 5.1.1)

## Priority 3. Strengthening social dialogue and collective bargaining at all levels.

### Links to National development priorities:

<ul style="list-style-type: none"> <li>• <b>Armenia Development Strategy for 2014–2025</b> Priority 3: Improving the social protection system.</li> <li>• <b>RA Government program 2021-2026,</b> section 4 (Human capital development), subsection 4.6 (Employment and social protection) “To develop and deepen social partnerships at all levels, the legislative regulations on the activities of employers and trade unions will be reviewed”.</li> </ul>
<p><b>Links to UNDAF 2016-2020 Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 5.</b> By 2020, vulnerable groups have improved access to basic education and social protection services and participate in their communities.</li> </ul>
<p><b>Links to UNSDPF Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 2</b> “People benefit from a progressively universal, inclusive, and shock-responsive social protection system across the lifecycle”.</li> </ul>
<p><b>Links to SDG’s Goals and Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>SDG 1; SDG 8; SDG 16</b></li> </ul>
<p><b>Links to P&amp;B Outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Outcome 1</b> Strong tripartite constituents and influential and inclusive social dialogue (Indicators: 1.1.2, 1.2.2)</li> <li>• <b>Outcome 4.</b> Sustainable enterprises as generators of employment and promoters of innovation and decent work (Indicators: 4.3.1)</li> <li>• <b>Outcome 8.</b> Comprehensive and sustainable social protection for all (Indicator: 8.3.1)</li> </ul>

*Annex 4. Delivery of Outputs by Outcomes and Use of Outputs by Partners*

Delivery of outputs	Use of outputs by partners
<b>Priority 1. Improving the mechanisms of regulating labour relations</b>	
<b>Outcome 1.1 Labour law is developed/amended in line with international labour standards, to improve working conditions, safeguarding occupational safety and health, and improving the enabling environment for sustainable enterprises.</b>	
<ul style="list-style-type: none"> <li>• An evaluation of the Labour Inspectorate of Armenia was carried out.</li> <li>• The institutional mapping of the inspection body and related institutions developed</li> <li>• Technical assistance in amending the HLIB charter.</li> </ul>	<ul style="list-style-type: none"> <li>• With the amendment in the Labour Code in 2019 (entered into force in 2021), the State Labour Inspectorate's main functions were restored</li> <li>• The HLIB charter amended</li> </ul>

<ul style="list-style-type: none"> <li>• Comments on the concept of amendments to the Labour Code.</li> <li>• Technical comments and observations on Draft Law on Amendments to the Labour Code (3 times).</li> <li>• Separate reference to the article of the Labour Code on workplace violence</li> <li>• MoLSA and RUEA have been provided with principles for determining the representativeness of Employers' Organisations, and a complex developed concept on the Employers' Union Law scope and content.</li> <li>• The ILO has provided technical advice to the representatives of the Government and Social Partners to submit reports on the application of ratified conventions.</li> <li>• A large number of training, conferences, and awareness-raising events were conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• The ADR draft model was developed by the MoLSA, which is currently under discussion</li> <li>• Separate articles of the Labour Code were amended 21 times in 2019-2021</li> <li>• The new draft of amendments to the Labour Code was approved by GoA on January 26, 2023, and is now in the National Assembly. Changes are foreseen in 122 of the 266 articles of the Labour Code.</li> <li>• The drafts of the laws " On making amendments and supplements to the Law the Republic of Armenia on trade Unions" and "On making amendments and supplements to the Law the Republic of Armenia on Employers' Unions" are in circulation</li> <li>• The CTUA submitted observations to the RA government regarding convention No. C087 (2 times), C135, C018, C017 (2 times), C154, C151, C144, C135, C098, C131, C081, C100 in 2019-2022.</li> </ul>
<p><b>Outcome 1.2: Workplace compliance and labour law enforcement improved to protect labour rights and ensure safe working conditions</b></p>	
<ul style="list-style-type: none"> <li>• ILO has presented the government and social partners with inconsistencies in applying the Labour Inspection Convention 1947 (No. 81)</li> <li>• Evaluation of the Labour Inspectorate of Armenia was carried out</li> <li>• A Strategic Compliance Planning tool has been developed</li> <li>• The information materials and tools, including the ILO/ILO-TIC training modules, with ILO support, were developed, translated and provided to the tripartite partners</li> <li>• A large number of training, conferences, and awareness-raising events were conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• As a result the RA Health and Labour Inspection Body (HLIB) was established and was entrusted with the statutory powers to supervise the health and safety of workers and perform other functions defined by law</li> </ul> <p>The checklists of risk-based inspections were developed, approved, and published</p> <p>HLIB applied the information materials and tools by conducting staff training and large-scale awareness activities</p> <p>As a result of a large number of training, conferences, and awareness-raising events, the capabilities of the Labour Inspection Body have been strengthened</p>
<p><b>Outcome 1.3: Increased capacity of the government and social partners to facilitate the transition to formality</b></p>	
<ul style="list-style-type: none"> <li>• The methodology of rapid assessment of the impact of COVID-19 on the informal sector of the economy was presented</li> </ul>	<ul style="list-style-type: none"> <li>• The RA government initiated and implemented 22 programs and measures aimed at the economic impact of COVID-19 and social impact mitigation.</li> </ul>

<ul style="list-style-type: none"> <li>• Rapid Assessment of the Impact of the Pandemic on the Labour Market and Employment (MoLSA)</li> <li>• The research "Impact of "The Covid-19" Pandemic On Employment In Armenia: Challenges Of Trade Unions On The Way In Promoting Decent Work For Workers Of The Informal Economy"(CTUA)</li> <li>• The study" Assessing the Impact of COVID-19 on Companies in Armenia", initiated by the Employers' Union, was conducted</li> <li>• The guide "Expansion of social security among informal economy workers: lessons from international experience" was translated into Russian and distributed to partners</li> <li>• The ACT/EMP's SCORE program guidance "Six-Step Business Continuity Planning during Covid-19" was presented and translated</li> </ul>	<ul style="list-style-type: none"> <li>• At the initiative of the CTUA, supplements and amendments were made to the RA Labour Code, related to the regulation of labour relations during pandemics and other types of disasters</li> <li>• RUEA developed a policy document.</li> <li>• The RUEA has conducted legal, regulatory and institutional environment analysis to contribute to the formalization of enterprises in Armenia</li> <li>• The RUEA analysed Armenia's tax system, foreign direct investment and export and digitization sectors</li> <li>• "Six-Step Business Continuity Planning during Covid-19" has been presented to employers through online training by RUEA</li> <li>• A package of policy proposals consisting of 14 points aimed at the support of enterprises, socio-economic reforms, and promotion of social policies was presented to the government by RUEA</li> <li>• As a result of the acquired knowledge and skills, the RUEA and the CTUA have carried out large-scale awareness and consulting work among their beneficiaries</li> </ul>
<p><b>Priority 2. Improving employment policy and enhancing employability of women and men</b></p>	
<p><b>Outcome 2.1 National employment strategy developed to support inclusive and sustainable economic growth</b></p>	
<ul style="list-style-type: none"> <li>• The evaluation of the employment strategy 2013-2018 carried out by the ILO</li> <li>• The ILO commented on the TOR and draft of the Labour and Social Protection comprehensive strategy and the National Employment Strategy (NES)</li> <li>• Large-scale measures aimed at developing the capacities of the staff of the MoLSA and USS for the development of employment policies were carried out</li> </ul>	<ul style="list-style-type: none"> <li>• The National Employment Strategy 2019-2023 draft was developed.</li> <li>• Labour and Social Protection comprehensive strategy and the National Employment Strategy have been drafted.</li> <li>• An assessment of the financial stability of active labour market policy programs was carried out with ILO support.</li> <li>• The gained knowledge will be used in the processes of updating the strategic documents and, if adopted, in revising the relevant legal acts. The training manuals, guidelines, and instructions translated and provided to tripartite partners can be used to train system employees.</li> </ul>
<p><b>Outcome 2.2 Increased capacities of the State Employment Agency (SEA) to provide effective and inclusive services to the unemployed, especially to disadvantaged groups of the population</b></p>	
<ul style="list-style-type: none"> <li>• Large-scale capacity-building measures were conducted and the materials presented during the training and a training package on the</li> </ul>	

<p>unified operational procedure of the USS regional centres were developed and provided to the MoLSA.</p> <ul style="list-style-type: none"> <li>• Large-scale consulting and educational materials were translated and provided to form, plan and implement joint programs at the territorial level.</li> <li>• Innovative tools and procedures used in international practice were presented, and technical advice was provided during the interactive courses organized for the USS staff.</li> </ul>	
<p><b>Outcome 2.3 Skills Development policies and system strengthened to effectively address the mismatch between demand and supply in the labour market</b></p>	
<ul style="list-style-type: none"> <li>• The development plan for the TVET system was drafted with relevant indicators developed.</li> <li>• Several capacity-building initiatives were implemented to develop the policymakers' capacities.</li> <li>• A situational analysis was carried out on the topic of Skill Development Management in Armenia.</li> <li>• A skills anticipation survey was carried out among employers.</li> <li>• A computer tool called Simulator was translated, localized and implemented in the TVET system.</li> <li>• A situational analysis was carried out and a report was prepared on the career guidance system in Armenia</li> </ul>	<ul style="list-style-type: none"> <li>• The Government approved the State Plan for the Development of Education of the RA until 2030, which includes the development plan for the TVET system.</li> <li>• The RA law "On making amendments and supplements to the law "On preliminary vocational (vocational) and secondary vocational education" was adopted</li> <li>• The RUEA developed the Employers' Union's Skills Development Strategy in Armenia for 2021-2025.</li> </ul>
<p><b>Priority 3. Strengthening social dialogue and collective bargaining at all levels.</b></p>	
<p><b>Outcome 3.1: Mechanisms of tripartite and bipartite social dialogue improved at republican, territorial, sectorial and enterprise levels</b></p>	
<ul style="list-style-type: none"> <li>• The draft of the new RCA developed</li> <li>• Support to social partners to develop legislation in line with ILS (the draft laws "On Amendments and Supplements to the Law of the RA on Trade Unions" and "On Amendments and Supplements to the Law on Employers' Unions" are being developed)</li> </ul>	<ul style="list-style-type: none"> <li>• The new RCA was approved in 2019 at the session of the RTC held on December 19.</li> <li>• "On Amendments and Supplements to the Law of the RA on Trade Unions" and "On Amendments and Supplements to the Law on Employers' Unions" are being developed.</li> <li>•</li> </ul>

<b>Outcome 3.2: Strengthened participation of social partners in minimum wage setting mechanism, in line with ILO Convention No. 131</b>	
<ul style="list-style-type: none"> <li>• National Assessment of the Social Protection Floor from the Perspective of gender equality</li> <li>• The ILO provided comments on the Labour and Social Protection Strategy, and the National Employment Strategy</li> <li>• The review of the Social Assistance Programme budget was carried out</li> <li>• Large-scale capacity-building measures were conducted and the materials presented during the training</li> </ul>	
<b>Outcome 3.3: The capacity of the Trade Union Confederation (CTUA) is strengthened to improve workers' representation and promote decent work</b>	
<ul style="list-style-type: none"> <li>• Large-scale capacity-building measures were implemented in several directions: a) the impact of COVID-19 on the economy and society and overcoming the consequences; b) reforms of labour administration and labour legislation in Armenia c) Institutional strengthening of trade unions and development of organisational capacities.</li> <li>• The ILO supported the implementation of the analysis of the impact of COVID-19 on workers in the fields of agriculture, health and mining and metallurgy.</li> <li>• The research "Impact of "The Covid-19" Pandemic On Employment In Armenia: Challenges Of Trade Unions On The Way In Promoting Decent Work For Workers Of The Informal Economy"(CTUA)</li> <li>• Informational materials and video clips (5) developed for CTUA</li> <li>• ILO provided expert support to CTUA for institutional strengthening and policy-related organisational capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• During the pandemic, the CTUA has done large-scale work aimed at public awareness and the protection of workers' labour rights,</li> <li>• The CTUA training centre, together with the "Solidarity Center" Armenian office, has conducted many seminars for various branch unions, presenting the amendments to the LC, the functions and rights of modern trade unions, as well as international experience,</li> <li>• The organisation's activity plan 2022-2027 was adopted, which outlines the main directions of the organisation's work, including social partnership, representation and protection of workers' labour rights and interests, wages and social protection, and health and safe working conditions</li> <li>• Compared to 2019, a 2.3% increase in the number of members of CTUA was recorded on 1 January 2023.</li> <li>• CTUA is involved in the working group on social and employment issues of the SDG of Armenia</li> </ul>
<b>Outcome 3.4: Republican Union of Employers of Armenia (RUEA) is capacitated to provide services and support to its members and other enterprises and represent their interests.</b>	
<ul style="list-style-type: none"> <li>• Among 1,000 employers, skills forecasting and needs assessment were carried out, and based on the results, the RUEA developed the Employers' Union's Skills Development Strategy in Armenia for 2021-2025.</li> <li>• The study" Assessing the Impact of COVID-19 on Companies in Armenia", was conducted</li> </ul>	<ul style="list-style-type: none"> <li>• The RUEA developed the Employers' Union's Skills Development Strategy in Armenia for 2021-2025,</li> <li>• The Policy of the RUEA in the field of Labour Protection and Safety of workers was developed,</li> <li>• RUEA conducted an analysis of Armenia's tax system, foreign direct investment and export and digitization sectors,</li> <li>• four policy papers were developed</li> </ul>

<ul style="list-style-type: none"> <li>• The ILO has provided expert support to the RUEA to expand its services in the following key areas: youth employment, occupational safety and health, support of small and medium enterprises and women's entrepreneurship, and formalization of enterprises.</li> <li>• four guidelines were translated, and localized, including a) preventive remote work organisation, b) necessary functions at the workplace during the coronavirus, c) getting to the workplace safely return, and d) business continuity planning. All materials, some in English, are published on the organisation's website.</li> <li>• training modules were developed for employers, the ILO SCORE Programme's "Six-Step Business Continuity Planning during the Covid-19 guide" was translated and localized, on which a video was also shot.</li> <li>• The ILO has supported the RUEA in improving the services provided to its members and building the capacity to introduce new services</li> <li>• The ILO support to RUEA in implementing several essential brand changes.</li> <li>• A large number of training, conferences, and awareness-raising events were conducted</li> </ul>	<ul style="list-style-type: none"> <li>• the RUEA has been actively involved in the reform process of the HLIB and contributed to both the legislative changes and the training stages,</li> <li>• 30 companies were trained through the digital skills module developed for SMEs.</li> <li>• The online training on OSH was carried out for 100 companies</li> <li>• RUEA uses its OSH achievements by participating in the activities carried out within the framework of the CEPA between the RA and the European Union.</li> <li>• During the pandemic, the organisation developed and offered a package of services to employers, including Business Consulting; Legal Consulting; Training and Seminars; Export Promotion &amp; Quality Management; Development of OSH Protection Procedures; ISO 45001+COVID-19 Integrated System Development; Implementation and International Certification.</li> <li>• The RUEA charter was revised, integrating several SDG goals related to a green economy, waste management, climate change, education, the fight against corruption, employment, the right to work and gender issues,</li> <li>• A large-scale awareness work was carried out among the public and branch structures, providing information on state support programmes and advice to overcome the difficulties brought by the pandemic and war and protect labour rights.</li> </ul>
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Project title	Funding Source	Partner Classification	Outcome	Country Programme Outcome	Start date	End date	Line total budget	Total project budget	Line total expenditure	Total project expenditure	DWCP Outcome	Other Funding Sources
Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 4.3. Increased capacity of Member States to develop policies, legislation and other measures that are specifically aimed at facilitating the transition of enterprises to formality	ARM154	1/7/2020	1/1/2023	30217	212472	30217	212472	Outcome 1.3	
Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 3.1. Increased capacity of Member States to formulate and implement national employment policies in response to the COVID-19 crisis	ARM152	1/7/2020	28/02/2023	54282	249080	54282	234091	Outcome 2.1	Lukoil project RER1201LUK, Phase II (sub-regional component); RBTC Moscow.
Helping Protect Armenians' Rights Together	Multi-Bilateral Donors	United States	Output 1.3. Increased institutional capacity and resilience of labour administrations	ARM129	12/11/2020	11/5/2024	2000000	2000000	544761	544761	Outcome 1.1 Outcome 1.2	
Support GSP + beneficiary countries to effectively implement ILS and comply with reporting obligations	Other Inter-Governmental Organizations	European Union	Output 2.3. Increased capacity of Member States to engage in a forward-looking international labour standards policy	ARM826	24/11/2016	28/02/2021	423966	423966	211824	211824	Outcome 1.1 Outcome 1.2 Outcome 3.1	RBTC Moscow
Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 3.5. Increased capacity of Member States to formulate and implement labour market programmes and employment services for transitions to decent work over the life course, with particular focus on young and older workers	ARM152	1/7/2020	28/02/2023	75758	249080	69593	234091	Outcome 2.2	Funding of Outcome 2.2: Lukoil project RER1201LUK, Phase II (sub-regional component); RBTC Moscow.
Increased capacities of constituents to develop and implement an integrated policy response on employment and social protection, supported by social dialogue	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 8.3. Increased capacity of Member States to integrate social protection in comprehensive policy responses to support and protect workers and employers during their life and work transitions	ARM152	1/7/2020	28/02/2023	119040	249080	110216	234091	Outcome 3.2	RBTC Moscow
Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 7.4. Increased capacity of Member States to provide adequate labour protection to workers in diverse forms of work arrangements, including on digital labour platforms, and in informal employment	ARM154	1/7/2020	1/1/2023	8618	212472	8618	212472	Outcome 3.1 Outcome 3.3	Funding of Outcome 3.1: RBTC Moscow. Outcome 3.3: RBTC Moscow; RBTC ACTRAV
Effective measures implemented by constituents to improve business environment and promote decent work and support sustainable enterprises	Core voluntary funds (RBSA)	Core voluntary funds (RBSA)	Output 4.1. Increased capacity of Member States to create an enabling environment for entrepreneurship and sustainable enterprises	ARM154	1/7/2020	1/1/2023	173637	212472	173637	212472	Outcome 3.4; Outcome 3.3	Funding of Outcome 3.4: ACTEMP; RBTC Moscow
Applying the G20 Training Strategy: A Partnership of the ILO and the Russian Federation (Phase 2)	Other Inter-Governmental Organizations	Donor / Development Partner: Russian Federation									Outcome 2.3	
Partnerships for Youth Employment in the Commonwealth of Independent States	Other Inter-Governmental Organizations	Donor: Public Joint Stock Company LUKOIL (PJSC LUKOIL)										



<b>Outputs and Main Activities</b>	
<b>Output 3.1</b>	
Activity 1.1. Report on the financial sustainability (budgetary assessment) of ALMPs supporting the NES strategic objectives; the report will support mainstreaming employment objectives into national development policies, national budget, and regional and sectoral programmes.	Achieved
Activity 1.2 Analysis of employment and work arrangements in the digital platform labour sector, and in informal employment, to support the formulation of social partners' positions and inform their strategies.	Not achieved
Activity 1.3 Training workshop for constituents on the NES implementation, including M&E.	Not achieved
Activity 1.4 Awareness-raising of tripartite constituents on ILS related to employment (C122) and social protection (C102, R202) and the role of social dialogue in delivering integrated employment and social protection strategies.	Achieved
New activity 1.5 Assistance to draft employment programme	Achieved
<b>Output 3.5</b>	
Activity 1.1 Three training workshops to enhance the PES capacity to deliver core services to job seekers, especially targeting vulnerable groups such as youth, unemployed women, and women with small children.	Achieved
Activity 1.2 Technical consultations with PES on designing, planning and implementing pilot cooperation programs between employment and social services at the territorial level.	Achieved

Activity 1.3 Review existing and suggest innovative tools and procedures for better coordination of employment and social services: diagnostic tools, screening applicants, exchange of information, and decision-making on activation processes.	Achieved
Activity 1.4 Training of social partners, including in the regions, on their roles in the design, implementation and monitoring of labour market programmes and facilitation of work of PES country-wide.	Achieved
Activity 1.5 Pilot integrated employment and social services, including referral to ALMPs targeting youth and women, in 1-2 ISSCs.	Achieved partially
Activity 1.6 Documentation of the integrated pilot and the development of coordination mechanisms between the various institutional actors, for possible replication (in close cooperation with EMPLOYMENT and SOCPRO); promoting the integrated approach during knowledge-sharing sub-regional webinars/workshops.	Achieved
<b>Output 8.3</b>	
Activity 1.1 Technical consultations with MLSA to adjust the existing Government-managed non-contributory programme (social assistance) to extend the coverage to those who lost jobs during COVID-19, including self-employed, informal and migrant workers, with a special focus on youth and women.	Achieved
Activity 1.2 Social assistance program's budget review and identification of fiscal space for social protection schemes.	Achieved
Activity 1.3 Awareness-raising training of social partners on social protection standards (C102, R202) and assessment tools to identify a fiscal space for social protection in the state budget and to propose inclusive and financially sustainable initiatives.	Achieved

Activity 1.4 Expert and technical support to trade unions in defining strategy towards facilitating formalization through extending services to informal workers, dependent self-employed and those in non-standard forms of employment.	Not achieved
Activity 1.5 Technical consultations with the MoLSA and social partners on the unemployment insurance scheme resulting in policy recommendation and adoption of a programme/modality for its implementation.	Not achieved
Activity 1.6 Three capacity-building workshops (on case management) for SAA staff on a local level to deliver joined-up services (linked to 3.5).	Achieved
New activity 1.7 National Social Protection Floor Assessment from a gender perspective (collaboration with UN Women).	Achieved
New activity 1.8 Professional rehabilitation of disabled serviceman	Not achieved
New activity 1.9 Assistance to draft social protection programme	Achieved

*Annex 7. ILO Sub-outputs in the UN INFO*

ILO Sub-outputs in the UN INFO	Link to SDGs	Available and planned funds(\$USD)				
		2021		2022		2023
		Planned	Spent	Planned	Spent	Planned
<b>Outcome 2: Social Protection</b>						

<b>Output 2.1. Rights-based, risk-informed and effective social protection floors for better coverage and income security</b>						
SOU 27 - 2.1.1.1. Conduct National SPF assessment from Gender Equality perspective aiming at further alignment of relevant policies with International Social Security Standards.	1. No Poverty; 5. Gender Equality; 8. Decent Jobs and Economic Growth; 17. Partnerships for the Goals	5000	5000	2000	2000	0
SOU 30 - 2.1.2.2. Improve and test standard operating procedures for integrated service delivery in Social Services Agency enabling access to cash benefits and ALMPs and inclusion of persons with disabilities in the labour market.	1. No Poverty; 8. Decent Jobs and Economic Growth	30000	30000	62 000	62000	
SOU 32 – 2.1.3.1. Assess the alignment of occupational injury compensation with social security standards	1. No Poverty; 8. Decent Jobs and Economic Growth	0	0	10000	0	0
<b>Output 2.2. Enabling environment for integrated, inclusive and shock-responsive social protection systems</b>						
SOU 41 – 2.2.4.1 Conduct Social Protection Programme Budget Review to improve efficiency, identify financial resources and fiscal space for social protection	1. No Poverty; 8. Decent Jobs and Economic Growth	15000	15000	10000	10000	0
SOU 44 – 2.2.6.1 Support social dialogue through assessment of the alignment of national social	1. No Poverty;	10000	5000	10080	10080	0

protection system with identified priority social security standards (protection in case of unemployment, employment injury and others)	8. Decent Jobs and Economic Growth					
<b>Outcome 4. People, communities, and regions benefit from equitable economic opportunities, decent work, and sustainable livelihoods, enabled through competitiveness and inclusive green growth</b>						
<b>Output 4.2. National/sub-national capacities for green and sustainable economic development policies</b>						
SOU 26 - 4.2.2.1. Strengthen capacities and policies of labour market and social services agencies to facilitate inclusion for disadvantaged groups (social assistance users, women, young people and persons with disabilities) into active labour market measures as part of the crisis response and economic recovery	1. No Poverty; 8. Decent Jobs and Economic Growth	54000	54000	51 000	51000	
SOU 73 – 4.2.2.2 Strengthening capacity of national partners to improve their policies and practices on skills development, included skills forecast.	1. No Poverty; 8. Decent Jobs and Economic Growth	35000	33371			
<b>Outcome 6. People benefit from effective and accountable governance systems and institutions that safeguard human rights and uphold the rule of law; and a public administration that ensures effective and human-centred service delivery for all</b>						
<b>Output 6.1: Progressively more inclusive, effective, efficient, accountable, and transparent public administration, parliament and electoral institutions Existing programme: "Promoting Implementation of Labour Rights in Armenia Together"</b>						
6.1.2. 2 Strengthened capacity of the labour inspectorate for enforcing and promoting Armenia's labour laws and standards	8. Decent Jobs and Economic Growth; 16. Peace and Justice - Strong Institutions			258000	161595	255000

	<b>Output 6.2 Trusted, efficient and effective judiciary and human rights institutions</b>					
<b>6.2.2.2. Enhanced access to judicial and non-judicial remedies</b>	8 Decent Jobs and Economic Growth; 16 Peace and Justice - Strong Institutions	285250	135000	240000	90294	185000
	<b>Output 6.3: Enhanced awareness, civic engagement, and participation Existing programme: "Promoting Implementation of Labour Rights in Armenia Together"</b>					
<b>6.3.2.1 Workers' and employers' organisations actively participate in social dialogue and promote workplace compliance</b>	8 Decent Jobs and Economic Growth; 16 Peace and Justice - Strong Institutions			263000	95753	164000

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