International Labour Organization

Decent Work Country Programme Ukraine 2026-2029

Fair opportunities. Protection for all. Inclusive growth.

DECENT WORK PROMISE









DECENT WORK COUNTRY PROGRAMME 2026 – 2029

UKRAINE

2026

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List Of Acronyms

CEACR	Committee of Experts on the Application of Conventions and Recommendations
CPO	Country Programme Outcome
DWCP	Decent Work Country Programme
EBMOs	Employers Business Membership Organizations
ELA	European Labour Authority
ESAW	European Statistics on Accidents at Work
EU	European Union
EURES	European Employment Services
GDP	Gross Domestic Product
IDPs	Internally Displaced People
ILO	International Labour Organization
ILS	International Labour Standards
MHPSS	Mental health and psycho-social support
MoE	Ministry of Economy, Environment and Agriculture
MoES	Ministry of Education and Science of Ukraine
MoH	Ministry of Health of Ukraine
MoSP	Ministry of Social Policy, Family and Unity of Ukraine
MoY	Ministry of Youth and Sports of Ukraine
NMCS	National Mediation and Conciliation Service
NSJ	National School of Judges
NTSEC	National Tripartite Socio-Economic Council
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
RSMA	Regional State Military Administration
SDGs	Sustainable Development Goals
SES	State Employment Service
SLS	State Labour Service
SMEs	Small and medium-sized enterprises
SSSU	State Statistics Service of Ukraine
TTSEC	Territorial Tripartite Socio-Economic Council
TUs	Trade Unions
TVET	Technical and Vocational Education and Training
UN	United Nations
UNSDCF	United Nations Sustainable Development Cooperation Framework

Decent Work Country Programme **UKRAINE**



1. SUMMARY

What is the programme about?

The Decent Work Country Programme (DWCP) for Ukraine 2026 – 2029 defines the strategic framework for the International Labour Organization's (ILO) support to Ukraine during a critical period of recovery, reconstruction and European Union (EU) accession. Developed through the ILO's tripartite approach and grounded in Results-Based Management principles, the Programme reflects priorities jointly agreed by the Government and employers' and workers' organizations and sets out the ILO's contribution to advancing decent work, social justice and inclusive recovery in Ukraine.

How was the programme developed?

The Programme was formulated through an extensive consultative and analytical process led by the ILO Office for Ukraine, with support from the ILO Decent Work Team for Eastern Europe (DWT/CO-Budapest) throughout 2025. It builds on the results and lessons learned from the ILO Transitional Cooperation Strategy 2024 – 2025 and draws on findings from the ILO Peace and Conflict Analysis, the Common Country Analysis under the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2025 – 2029, and consultations with tripartite constituents and development partners. At the tripartite design workshop held in Kyiv on 21 October 2025, partners reached broad agreement on strategic priorities and coordinated approaches to advancing labour market governance, labour and social protection, decent jobs, productive enterprises and inclusive recovery in Ukraine, grounded in effective social dialogue and tripartite cooperation.

Why does Ukraine need this programme now?

The DWCP has been developed in the context of the continuing consequences of the Russian Federation's military aggression against Ukraine, which continue to reshape the country's economy, labour market and social systems. Labour shortages, displacement, demographic pressures, enterprise disruption and widening social vulnerabilities are increasingly constraining recovery and productivity. At the same time, Ukraine continues to advance ambitious reforms linked to recovery and EU accession. In this context, strengthening labour market governance, labour rights, social dialogue, resilient social protection systems and productive enterprises has become increasingly important not only for social policy, but also for broader economic recovery and reconstruction efforts.

How does it support recovery and EU accession?

The Programme is fully aligned with Ukraine's national recovery and reform priorities and contributes directly to the implementation of the UNSDCF 2025 – 2029, particularly in areas related to inclusive economic recovery, strengthened governance, social cohesion and human-centred development. It also supports Ukraine's efforts to align labour market legislation, institutions and policies with International Labour Standards and the related EU acquis.

Through integrated, rights-based and tripartite approaches, the DWCP seeks to contribute to a more inclusive, resilient and sustainable labour market recovery that advances decent work while supporting Ukraine's long-term reconstruction and European integration aspirations.

The DWCP 2026–2029 is structured around three strategic priorities:

PRIORITY 1: Strengthening labour market governance and inclusive social dialogue at all levels	**OUTCOME 1.1** Institutions and mechanisms for social dialogue strengthened to advance labour rights and sound industrial relations	**OUTPUT 1.1.1** Enhanced National and Territorial Tripartite Socio-Economic councils as key social dialogue platforms **OUTPUT 1.1.2** Improved coverage and effectiveness of collective bargaining
	OUTCOME 1.2 Labour market governance and the rule of law strengthened through labour legislation reform aligned with international labour standards and the related EU acquis	**OUTPUT 1.2.1** Labour legislation and regulatory frameworks reformed in line with International Labour Standards and related EU acquis **OUTPUT 1.2.2** Application of international labour standards strengthened through the ratification and implementation, in law and practice, of relevant ILO Conventions **OUTPUT 1.2.3** Capacity of the National Conciliation and Mediation Service strengthened to deliver alternative dispute resolution services through effective mediation and conciliation procedures **OUTPUT 1.2.4** Increased capacity of the National School of Judges to promote the judicial application of international labour standards and the related EU acquis
	OUTCOME 1.3 Strong, representative and influential social partners	**OUTPUT 1.3.1** Institutional resilience and effectiveness of employers' and workers' organizations enhanced **OUTPUT 1.3.2** Member-driven services developed, diversified and scaled up by employers' and workers' organizations **OUTPUT 1.3.3** Capacities of employers' and workers' organizations for evidence-based advocacy strengthened for more effective engagement in social dialogue and policymaking
PRIORITY 2: Enhancing labour and social protection for all	**OUTCOME 2.1** Labour law compliance, occupational safety and health, and protection of workers' rights strengthened	**OUTPUT 2.1.1** Labour inspection and labour administration systems strengthened to improve compliance with labour legislation and protection at work **OUTPUT 2.1.2** National OSH governance and prevention systems strengthened, including in high-risk sectors **OUTPUT 2.1.3** Workplace mental health and psychosocial support systems and prevention measures strengthened
	OUTCOME 2.2 Wage protection and wage governance strengthened	**OUTPUT 2.2.1** Strengthened mechanisms for wage protection and enforcement of wage legislation **OUTPUT 2.2.2** Strengthened capacities for evidence-based tripartite consultation on wage-setting
	OUTCOME 2.3 Inclusive, accessible and gender-responsive environment for labour market participation strengthened	**OUTPUT 2.3.1** Childcare, care and work-life balance measures strengthened to support women's participation in the labour market **OUTPUT 2.3.2** Equal remuneration, equal opportunity and non-discrimination frameworks strengthened in line with International Labour Standards and the related EU acquis **OUTPUT 2.3.3** Institutional capacities and workplace measures strengthened to promote safe, inclusive and accessible working environments

PRIORITY 2: Enhancing labour and social protection for all	**OUTCOME 2.4** Sustainable and shock-responsive social protection system providing inclusive protection across the life cycle	**OUTPUT 2.4.1** Evidence-based pension reform and social insurance systems strengthened in line with international social security standards **OUTPUT 2.4.2** Social protection financing, coverage and sustainability strengthened **OUTPUT 2.4.3** Labour market–social protection linkages and coverage extension promoted **OUTPUT 2.4.4** Governance, coordination and portability of social protection systems strengthened
PRIORITY 3: Advancing decent jobs, skills and productive enterprises	**OUTCOME 3.1** Enhanced institutional capacities to design and deliver comprehensive employment policy framework	**OUTPUT 3.1.1** Tools and approaches for implementation and monitoring of employment policy developed and operationalized, including at the local level **OUTPUT 3.1.2** Youth Guarantee Implementation Plan for Ukraine formulated in line with the key policy principles **OUTPUT 3.1.3** Modernization of employment service delivery supported **OUTPUT 3.1.4** Institutional and regulatory frameworks for fair recruitment and labour migration governance strengthened
	OUTCOME 3.2 More responsive and inclusive skills development systems improving access to decent work opportunities	**OUTPUT 3.2.1** Labour market intelligence systems strengthened to support labour market-responsive skills development and employment services **OUTPUT 3.2.2** Strengthened governance, institutional capacities and implementation frameworks for vocational education and training reform **OUTPUT 3.2.3** Expanded quality apprenticeship, dual education and work-based learning opportunities aligned with labour market needs
	OUTCOME 3.3 Improved enabling environment for productive and competitive enterprises	**OUTPUT 3.3.1** Strengthened mechanisms supporting MSME access to inclusive and sustainable finance **OUTPUT 3.3.2** Strengthened entrepreneurship, business development and SME support systems **OUTPUT 3.3.3** Strengthened support mechanisms for SME green and digital transformation **OUTPUT 3.3.4** Strengthened capacities and support mechanisms for SME integration into EU and international value chains **OUTPUT 3.3.5** Strengthened policy and institutional support for sustainable enterprise development



2. COUNTRY PROGRESS TOWARDS DECENT WORK AND SUSTAINABLE DEVELOPMENT

2.1 Country Development Context

What is Ukraine's development context?

Ukraine's socio-economic trajectory has been shaped by a sequence of overlapping crises, including the economic disruption caused by the 2014 war in eastern Ukraine and the annexation of Crimea, followed by the COVID-19 pandemic, and culminating in the full-scale invasion in 2022. While the initial impact of the invasion resulted in large-scale destruction of infrastructure, job losses, enterprise closures and displacement, the defining feature of the current context is the persistence of these effects in structural form. Economic activity, labour markets, and social systems have largely adapted, but continue to operate under conditions of high uncertainty, significant security risks, reduced productive capacity, and growing regional and social disparities.

How is the economy recovering?

Following the sharp contraction in 2022, the economy entered a phase of gradual but uneven recovery. Real GDP growth reached 3.2 per cent in 2024, supported by domestic demand, external assistance, and business adaptation to wartime conditions. However, growth slowed to 1.8 per cent in late 2025, reflecting the continued impact of security risks, infrastructure damage, energy disruptions, and labour constraints.

In early 2026, economic conditions remained constrained, as intensified attacks on energy infrastructure and adverse weather further affected production and business activity. In the short term, recovery is expected to remain moderate, with real GDP projected at around 1.8 per cent in 2026, supported by agricultural output, reconstruction-related investment, and defence sector demand, but still limited by structural and security-related factors.

Over the medium term, growth is expected to strengthen gradually, reaching approximately 3–4 per cent in 2027–2028, contingent not only on improvements in the energy situation and sustained external support, but also on increased private investment, the effective implementation of structural reforms, and the return and reintegration of displaced populations. However, the recovery remains largely driven by public expenditure and external financing rather than broad-based private sector expansion, leaving it exposed to structural constraints, including energy system vulnerabilities, labour shortages, and limited domestic investment capacity.

What are the recovery challenges?

At the same time, the scale of destruction continues to shape recovery dynamics. As of end-2025, total damage is estimated at USD 195 billion, with cumulative economic losses reaching USD 666.7 billion, and recovery and reconstruction needs estimated at USD 587.7 billion over the next decade, underscoring the magnitude of the recovery challenge.

The labour market reflects both the immediate impact of the war and deeper structural adjustments. Large-scale job losses in the initial phase (estimated at around 4.8 million) were followed by partial recovery; however, labour supply remains significantly constrained due to displacement, migration, and mobilisation, while labour demand has shifted across sectors and regions. As a result, the labour market is characterised by simultaneous labour shortages and skills mismatches, which increasingly constrain economic recovery. At the same time, the transformation of the economy and the scale

of reconstruction raise important challenges related to job quality, occupational segregation, working conditions, and the protection of labour rights. Ensuring safe and decent working conditions, including addressing growing psychosocial risks among workers, will be critical to ensure that recovery translates into decent work outcomes aligned with international labour standards.

Why is demographic change becoming a major challenge?

These challenges are compounded by an intensifying demographic crisis. Ukraine's population has been dewclining and ageing over several decades, and these trends have accelerated significantly since 2022. According to OECD estimates, the population declined from approximately 41.8 million in 2021 to around 37.9 million in 2024, with a substantially lower population residing in government-controlled territories. While official demographic data remains limited due to wartime constraints, available estimates confirm a significant reduction in the labour force, reinforcing structural pressures on economic growth, labour markets, and social systems.

Social conditions remain under significant strain. Poverty increased sharply from 5.5 per cent in 2021 to 24.2 per cent in 2022, and has remained elevated, with recent World Bank estimates indicating levels of around 36–37 per cent in 2024–2025. At the same time, households continue to face income losses and limited coping capacity, while inequality has widened across regions and population groups due to uneven labour market outcomes and shifts in economic activity.

How is EU accession shaping reforms?

Ukraine's European integration process has become a central pillar of its reform agenda, with the Government maintaining strong commitment to advancing accession-related obligations despite the ongoing war. Implementation of the EU–Ukraine Association Agreement has continued to progress, with overall alignment increasing from 81 per cent in 2024 to 84 per cent in 2025, reflecting sustained efforts to approximate national legislation and institutions to the EU acquis. Following the launch of accession negotiations in June 2024 and the completion of the bilateral screening process in 2025, the European Commission has assessed that all six negotiating clusters are ready for opening, marking significant progress in a compressed timeframe. This progress is supported by key government-led reforms, including the adoption of strategic roadmaps on rule of law, public administration reform and democratic governance, as well as the development of a comprehensive National Programme for legislative approximation. In this context, alignment with International Labour Standards and the related EU acquis also entails reforms of labour legislation, covering working conditions, occupational safety and health, and employment relations, equal pay, social dialogue, alongside broader efforts to strengthen labour market governance.

Why strengthen labour market institutions?

In the context of recovery, these reforms are increasingly linked to the need to govern rapidly evolving labour market dynamics, including labour shortages, sectoral reallocation, and the expansion of reconstruction-related activities. This places particular emphasis on strengthening labour market institutions, notably labour inspection, employment services, mediation and conciliation services and reinforcing the role of social dialogue in managing labour market adjustments. In practice, alignment with international labour standards and related EU acquis will be critical to ensure effective regulation and enforcement in a context of heightened risks, including informality, pressure on working conditions, and unequal access to employment opportunities. Strengthening these institutional and legislative frameworks will be essential to support the creation of quality jobs in emerging sectors, improve compliance, and ensure that reconstruction contributes to inclusive, rights-based and sustainable labour market outcomes.

2.2 Main trends in the labour market and social policies

What are the main labour market trends?

Labour market analysis in Ukraine remains constrained by limited availability of official statistical data due to martial law. Regular household surveys, including the Labour Force Survey, have not been conducted since 2021, restricting the comparability of labour market indicators and limiting the evidence base for policy design, programming and reforms. Steps have been taken to restore the statistical system: legislative amendments adopted in 2025 enabled the resumption of mandatory reporting by businesses and allowed the State Statistics Service of Ukraine (SSSU) to restart data collection, including launching a pilot Labour Force Survey. While these measures are expected to improve data availability, key statistical series, including macroeconomic and government finance data, remain partially disrupted.

How is the labour market recovering?

Following the sharp deterioration in 2022, labour market conditions have gradually improved, though unevenly and from significantly lower employment levels. Unemployment, which stood at around 9.9 per cent in 2021, rose sharply in the immediate aftermath of the full-scale invasion, peaking at around 26 per cent in the second quarter of 2022. As economic activity resumed and labour demand recovered in selected sectors and regions, unemployment declined to around 15 per cent by early 2025. Projections by the National Bank of Ukraine point to a further gradual decline, with the average unemployment rate estimated at around 11 per cent in 2025, decreasing to 10 per cent in 2026 and 9 per cent in 2027, reflecting a moderate strengthening of labour demand. However, this trajectory remains uneven across sectors and regions and does not yet indicate a full return to pre-war labour market conditions. At the same time, unemployment levels in Ukraine remain significantly higher than in the European Union, where in September 2025 unemployment stood at 6.0 per cent in the EU and 6.3 per cent in the Eurozone, underscoring the scale of labour market disruption and the distance to recovery.

What is driving labour shortages?

Despite declining unemployment, acute labour shortages persist and have become a defining feature of the labour market, with over 58 per cent of employers identifying them as a key constraint in 2025. This reflects a simultaneous contraction in labour supply and growing structural imbalances. Mobilisation, displacement and demographic pressures have significantly reduced the available workforce, with estimates suggesting a loss of around 5 million working-age individuals between 2021 and 2023. At the same time, employers increasingly report shortages of qualified workers, particularly in skilled occupations, while skills mismatches have deepened, with only 11.3 per cent of workers employed in jobs aligned with their qualifications by late 2024. Labour shortages have also accelerated efforts to activate underrepresented groups, particularly women. Since January 2025, around 449,000 women accessed State Employment Service (SES) support, while women accounted for approximately 73 per cent of recipients of vocational training vouchers. These pressures are reinforced by regional disparities and ongoing economic restructuring. Labour demand is increasingly concentrated in Kyiv and western regions, while eastern and frontline areas continue to face job losses and limited employment opportunities. Administrative data from early 2026 illustrate this imbalance: although vacancies exceed jobseekers on average, in Kyiv there are up to 23 vacancies per jobseeker, whereas in heavily affected regions jobseekers outnumber vacancies several-fold. At the same time, demand is shifting towards sectors linked to defence, energy and reconstruction, while employment continues to decline in sectors such as agriculture, education and health.

Key affected populations

What limits labour market integration for displaced people?

For populations affected by the war, labour market outcomes remain weaker and more unstable, pointing to persistent barriers to reintegration into employment. As of early 2026, around 3.4 million people remain internally displaced, representing a significant share of the working-age population affected by disruption of livelihoods and labour market access. Evidence shows that IDPs face both lower employment and higher labour market pressure: only around 50 per cent are employed and 12 per cent are unemployed, while they are more likely to be actively searching for work than the non-displaced population. At the same time, unemployment among these groups is often persistent rather than transitional, with 61 per cent of unemployed individuals out of work for more than a year, indicating structural barriers to re-entry. Even when employed, IDPs are more likely to be engaged in less stable forms of work, with only 77 per cent reporting permanent employment, reflecting lower job quality and weaker access to social protection.

Beyond access to employment, labour market integration is constrained by structural mismatches between labour supply and demand. Displaced populations increasingly seek employment in sectors different from their previous occupations, particularly in services, ICT, healthcare and education, while available skills and qualifications do not always align with these shifts. At the same time, access to employment is closely linked to housing conditions, local integration and access to services, with high rent burdens, limited local opportunities and care responsibilities constraining both job search and the ability to accept available work. These dynamics result in a labour market where labour shortages coexist with underutilised labour, pointing to gaps in effective matching and activation.

How can labour markets become more inclusive for persons with disabilities?

Persons with disabilities face persistent barriers to labour market participation, which have been further aggravated under wartime conditions. According to official data, Ukraine had around 2.7 million registered persons with disabilities prior to the full-scale invasion, of whom only about 16 per cent were employed, reflecting already limited labour market inclusion. Since 2022, both the scale and complexity of the challenge have increased, with the number exceeding 3 million by 2023, driven in part by war-related injuries. At the same time, a significant share of war-affected households includes persons with disabilities, reinforcing the link between labour market exclusion and broader socio-economic vulnerability. Barriers to employment are therefore systemic rather than solely related to employability. Limited access to rehabilitation, high health-related costs, insufficient workplace adaptation and gaps in employment services continue to constrain participation, while existing reintegration mechanisms remain of limited effectiveness. In this context, the role of employment services, including SES, is critical in providing tailored support, profiling individual needs and facilitating transitions into suitable employment, although current approaches remain insufficiently adapted to the scale and diversity of needs.

At the same time, Ukraine has taken important steps to address these challenges and advance implementation of the United Nations Convention on the Rights of Persons with Disabilities. These include compensation schemes for workplace adaptation, legislative amendments strengthening the right to work for persons with disabilities, and implementation of the National Strategy for Creating a Barrier-Free Environment to 2030. Progress is also evident on the employers' side, notably through the National Business and Disability Network "Together/Razom," which promotes inclusive employment practices. Taken together, these measures reflect a growing national commitment to inclusive labour market participation in line with international labour standards.

Why is labour market reintegration a growing challenge for veterans?

Labour market reintegration of veterans presents a distinct and growing structural challenge. While around 58 per cent of working-age veterans are employed, employment outcomes remain less stable than for the general population, with 42 per cent actively seeking work and nearly half unable to return to their previous jobs. Around 30 per cent are unable to secure stable employment, reflecting both structural changes in the economy and limited labour market absorption capacity. These constraints are compounded by health conditions, psychosocial factors and the need to transition into new occupations, as well as by limited access to re-skilling pathways and targeted employment support. The scale of this challenge is expected to increase significantly, as projections indicate that the broader veteran community, including family members and persons with war-related disabilities, could reach 4–5 million people in the coming years.

Taken together, these trends indicate that labour market exclusion among populations affected by the war is not driven by a lack of job opportunities alone, but by the interaction of persistent unemployment, low job quality, skills mismatches, spatial disparities and institutional gaps. As a result, labour shortages coexist with underutilised labour, pointing to the need for more targeted and integrated policy responses that combine activation, demand-driven skills development, employment services and support systems addressing housing, care and rehabilitation constraints. These constraints are further shaped by gender-specific barriers, which continue to limit women's labour market participation despite increasing labour demand.

How has the war reshaped women's labour market opportunities?

Women are disproportionately affected by these labour market dynamics, reflecting both structural inequalities and war-related shifts in labour supply and demand. Due to the mobilisation of men, the composition of the labour market has changed significantly, with women now accounting for around 81 per cent of registered unemployed, compared to 55 per cent before the full-scale invasion. At the same time, increased labour demand has not translated into proportional improvements in women's employment outcomes, indicating that labour shortages alone are insufficient to overcome structural barriers to participation. These barriers are closely linked to the unequal distribution of care responsibilities and limited availability of support services. Evidence shows that nearly two-thirds of women with children under the age of seven are neither employed nor actively seeking work, reflecting constraints related to childcare, eldercare and care for persons with disabilities. This is reinforced by limited access to affordable and quality childcare, as well as insufficient availability of flexible work arrangements. As a result, women's labour market participation remains constrained despite rising demand in several sectors, while occupational segregation continues to limit access to better paid jobs in growing sectors.

At the same time, the war has intensified these constraints. Increased care burdens linked to displacement, injury and disability, as well as disruptions to social services, have further reduced women's ability to engage in paid work. These dynamics are particularly pronounced among internally displaced women and single-parent households, where care responsibilities and income insecurity intersect. In practice, this results in a pattern where women are overrepresented among jobseekers, but underrepresented in employment opportunities that are stable, adequately paid and aligned with emerging labour demand. Addressing these challenges requires not only expanding employment opportunities but tackling the structural constraints that limit women's participation. This includes strengthening access to childcare and care services, promoting more

equitable sharing of care responsibilities, and ensuring that labour market policies and employment services are responsive to women's needs. In this context, investment in the care economy represents both a social necessity and an economic opportunity, with potential to support women's employment while contributing to job creation and more inclusive labour market outcomes. Alongside measures aimed at expanding access to care services and addressing other structural barriers, targeted interventions are being implemented to broaden women's employment opportunities and reduce gender segregation in the labour market. SES is implementing a pilot project on vocational training for women to facilitate their employment in occupations and sectors where they have traditionally been underrepresented, in accordance with Resolution No. 1302 of the Cabinet of Ministers of Ukraine of 15 November 2024. This initiative complements broader employment policy measures aimed at enhancing women's economic opportunities and removing barriers to their participation in the labour market.

Small medium-sized enterprises (SMEs)

What limits enterprise recovery?

SMEs are central to Ukraine's economic recovery and long-term growth, generating over 60 per cent of business revenues and around 75 per cent of employment. However, their recovery remains uneven and constrained by both structural and war-related factors. Access to finance continues to be a major bottleneck, shaped by high interest rates, stringent collateral requirements, elevated wartime risks and the limited diversification of financial instruments. As a result, SME financing remains heavily reliant on bank lending, with the State Programme "5-7-9" playing a critical stabilising role. While a wide range of donor- and state-supported instruments exists, including grants, guarantees and digital platforms such as *Diia.Business*, these mechanisms remain fragmented and unevenly accessible, particularly for smaller enterprises. In this context, Ukraine has stepped up enterprise and industrial policy efforts to enhance competitiveness and support SME development, including through the SME Strategy until 2027, which provides a framework for recovery, digitalisation and green transition; however, its impact will depend on effective implementation and alignment with existing support instruments. More fundamentally, financing constraints are compounded by weak investment planning, limited financial literacy and low capacity to scale, raising concerns about the sustainability of supported businesses.

At the same time, enterprise performance reflects a fragile and highly volatile recovery trajectory. While many firms have resumed operations, production capacity, liquidity and business confidence remain below pre-war levels, with significant regional disparities and deeper losses in frontline areas. Sectoral trends are uneven: manufacturing shows relative resilience, supported by reconstruction demand and adaptation to energy disruptions, whereas extractive and energy-intensive industries remain highly vulnerable to infrastructure damage and supply constraints. Business sentiment in early 2026 underscores this fragility, deteriorating sharply in January–February due to renewed energy and logistics disruptions, and improving only in March following partial stabilisation, seasonal effects and external support.

Skills mismatches and Technical and vocational education and training system

What is causing the skills mismatch?

Skills mismatches remain a persistent and increasingly binding constraint in Ukraine's labour market. While labour demand has risen in sectors linked to reconstruction, defence and essential services, the supply of relevant skills has not adjusted accordingly. The war has amplified pre-existing structural imbalances, as displacement, sectoral shifts and labour shortages have pushed many workers into jobs that do not correspond to their qualifications, often below their skill level, while employers continue to report difficulties in filling technical and skilled positions. This points to a dual challenge of underutilisation of human capital alongside critical skills shortages, limiting both productivity and the effectiveness of labour market recovery.

Reform efforts in the skills and education system have accelerated, including updates to the vocational education and training (VET) framework, development of the national qualifications system and closer alignment with European standards, alongside the expansion of dual education and apprenticeship models. However, these reforms have yet to translate into a coherent, demand-driven skills system. Regional disparities in training provision persist, employer engagement remains uneven, and systems for anticipating and responding to labour market needs are still developing. The growing reliance on short-term training as a pathway to employment highlights both adaptability and systemic gaps in lifelong learning. Addressing skills mismatches will require strengthening labour market intelligence, scaling up flexible and targeted reskilling programmes, and improving coordination between education providers, employment services and employers to ensure that skills development supports both immediate recovery needs and longer-term economic transformation.

Informal Employment, working conditions and Occupational safety and health

Why does labour informality remain a major challenge?

Informality remains a key structural constraint to productivity and inclusive labour market recovery and has intensified under wartime conditions. Prior to the full-scale invasion, informal employment accounted for around 20–21 per cent of total employment, while recent estimates suggest an increase to 23–30 per cent, corresponding to approximately 2.5–3 million workers. This reflects both structural weaknesses and adaptive responses to crisis conditions, including labour shortages, business disruptions and limited availability of formal jobs. Informality constrains access to social protection, reduces incentives for skills development and investment, and reinforces low-productivity employment patterns. Addressing these challenges requires strengthened incentives for formalization and improved labour market governance, alongside expanded access to social protection and supportive services enabling participation in formal employment.

Why is strengthening labour inspection essential?

At the same time, gradual steps have been taken to restore inspection functions, although they remain constrained by the limitations introduced under martial law. As of October 2025, the State Labour Service (SLS) regained the authority to conduct certain unannounced inspections during martial law based on employee or trade union complaints related to mobbing; however, these inspections remain limited in scope and cannot be combined with inspections on other issues. More broadly, restrictions affecting the frequency, scope and

modalities of inspections continue to limit inspectors' ability to carry out visits freely and as required, weakening effective enforcement in practice. In this context, the National Employment Strategy (2026) prioritizes reform of SLS in line with international labour standards, including strengthening institutional capacity and addressing constraints affecting the effectiveness of labour inspection.

How has the war changed working conditions?

Working conditions in Ukraine have been significantly affected by wartime risks, with many workers operating in hazardous environments shaped by ongoing hostilities. Across sectors, workers face increased exposure to physical dangers, including damaged infrastructure and unexploded ordnance, as well as heightened psychosocial risks such as stress, trauma and fatigue. These conditions are reflected in rising workplace accidents: the total number of occupational injuries increased from 3,104 cases in 2023 to 3,424 in 2025, including 477 fatalities. A significant share of these incidents is directly linked to the war. In 2025 alone, 1,132 workers were injured and 222 killed because of hostilities, clearly illustrating the additional burden that wartime risks place on occupational safety and health (OSH).

What are the HIV-related challenges in the world of work?

HIV, and the world of work. Ukraine has one of the largest HIV epidemics in Europe with adult prevalence of around 1 per cent. The epidemic remains concentrated among key populations of working age; making the response a direct concern for labour market participation, job retention and social protection. The war has heightened the vulnerability of people living with and affected by HIV, through displacement, interruption of treatment in occupied and frontline areas, and gaps in surveillance where data remain incomplete. For the world of work, the principal challenges are HIV-related stigma and discrimination in employment, including in recruitment, dismissal, mandatory or coerced testing, and breaches of confidentiality, which remain insufficiently addressed in workplace policy and practice and disproportionately affect key populations. In this context, the HIV and AIDS Recommendation, 2010 (No. 200) remains directly relevant to the Ukrainian context to provide guidance on non-discrimination, prevention, confidentiality and continuation of employment that can inform labour legislation, occupational safety and health frameworks and workplace policy.

How is OSH legislation advancing?

Progress has been made in strengthening the OSH framework, including through the development of a stand-alone draft OSH law (ref №10147, as of 13.10.2023), currently pending second reading in Parliament and informed by a tripartite consultative process. At the same time, concerns have been raised by trade unions regarding the extent of alignment with international labour standards, highlighting the importance of continued social dialogue in the legislative process to further refine the draft to ensure a comprehensive, coherent and prevention-oriented OSH system in line with the ILO occupational Safety and Health Convention, 1981 (No. 155) and related instruments.

What shapes wage developments in Ukraine?

Wage developments in Ukraine reflect tightening labour market conditions alongside persistent weaknesses in wage-setting and wage protection. According to the SSSU, the average nominal monthly wage reached around UAH 28,000–28,300 (approximately €550) in early 2026, increasing by about UAH 5,000 compared to early 2025; however, wage levels remain significantly below European standards, where average monthly earnings exceed €2,600. At the same time, wages remain uneven across sectors and regions, with lower levels in public services and war-affected areas. The statutory minimum wage, set at UAH 8,647 per month in 2026 (+8.1 per cent compared to 2025), continues to play a limited role in ensuring adequate income. In practice, its level and adjustment remain insufficiently linked to the needs of workers and their families and broader economic conditions, as reflected in supervisory observations under the Minimum Wage Fixing Convention, 1970 (No.131), which emphasize the need to balance social and economic criteria in wage-setting. As a result, the minimum wage has a limited impact on preventing in-work poverty and supporting more equitable wage outcomes.

What are the main challenges for wage protection?

The ILO Supervisory Bodies have consistently identified wage arrears as a major labour issue, further aggravated by the war and enterprise disruption. According to the SLS, arrears exceeded UAH 4.3 billion across around 400 enterprises as of April 2026, with the highest concentrations in industrial and conflict-affected regions. Enforcement remains constrained, including limited inspection capacity and insufficiently effective sanctions, reducing the ability to ensure timely payment of wages. Protection of workers' claims in cases of insolvency also remains weak, particularly in the absence of an operational wage guarantee mechanism. The prevalence of undeclared or "envelope" wage practices further undermines wage protection and compliance. Strengthening enforcement and wage protection mechanisms, alongside effective social dialogue, remains essential.

How is Ukraine addressing the gender pay gap?

Gender disparities remain a persistent feature of wage dynamics in Ukraine, reflecting deep-rooted structural inequalities in the labour market. Prior to the full-scale invasion, women earned on average 18.6 per cent less than men, largely due to horizontal and vertical occupational segregation and the unequal distribution of unpaid care responsibilities, which continue to constrain women's employment continuity and career progression. Despite progress in legislation and policy, the principle of equal remuneration for work of equal value under the ILO Equal Remuneration Convention, 1951 (No. 100) has not yet been fully implemented in practice, with implications for women's earnings, social protection and pension outcomes. In response, the Government adopted the National Strategy to Close the Gender Pay Gap until 2030, aiming to reduce the gap from 18.6 per cent to 13.6 per cent in line with Ukraine's broader EU integration commitments. At the same time, the war risks exacerbating existing inequalities, as women remain disproportionately affected by displacement, unpaid care burdens and concentration in lower-paid sectors, although labour shortages have also increased women's participation in traditionally male-dominated occupations. Recent discussions led by the ILO and national stakeholders have further emphasized the need for stronger implementation measures, including improved gender-disaggregated data, objective job evaluation methods, pay transparency and more effective enforcement mechanisms.

Social protection system

Why is social protection system under pressure?

Ukraine's social protection system is under increasing pressure due to the combined effects of the war, demographic change and pre-existing structural weaknesses. According to the RDNA5, total damage to the sector is estimated at nearly USD 0.5 billion, with losses reaching USD 107.7 billion, largely driven by employment contraction and income loss. At the same time, demand for social assistance has expanded, particularly for vulnerable groups, including persons with disabilities and internally displaced persons. Social protection and labour market measures account for the majority of recovery needs (over 75 per cent), reflecting the central role of income support and employment in mitigating poverty risks. While social transfers remain a key buffer — especially for poorer households — declining real pension values due to inflation have reduced purchasing power and contributed to rising inequality. In this context, strengthening the coordination and portability of social security rights, including for migrant workers, will be important to support continuity of protection and inclusive labour market integration.

At the same time, important gaps remain in effective coverage and access to social protection, particularly for workers in informal employment, displaced populations, and persons engaged in non-standard forms of work. Administrative constraints, including fragmented information systems and limited interoperability of databases, continue to affect the ability of individuals to establish entitlements and access benefits in a timely manner. Progress on system modernisation remains uneven, including limited advances in digital coordination and international social security agreements. In the context of EU accession, Ukraine remains at an early stage of alignment with the EU acquis in social policy and employment. In this context, the performance of the social protection system is closely linked to labour market dynamics, including levels of formal employment, wage reporting, and labour market participation. Strengthening the interaction between labour market policies and social protection will be critical to improve both coverage and financial sustainability.

What are the remaining gaps in social protection system?

Ukraine has demonstrated commitment to international standards, notably through the ratification of the Social Security (Minimum Standards) Convention, 1952 (No. 102), accepting obligations across all nine branches of social security. However, significant challenges remain in ensuring adequacy, coverage and financial sustainability. In line with international labour standards, addressing these challenges requires a progressive extension of social protection to all, ensuring both adequate levels of protection and broad-based coverage across the population. The pension system faces acute pressures from rapid population ageing and a shrinking contributor base, compounded by informality and underreporting of wages. Benefit levels remain low, with replacement rates below the 40 per cent benchmark set by Convention No. 102, and a high share of pensioners, particularly women, receiving minimum pensions. Structural imbalances persist, with expenditures exceeding contribution revenues and reliance on state budget transfers becoming entrenched. At the same time, public financing plays a critical role in sustaining social protection systems in contexts of economic disruption and demographic change

and will remain an essential component of efforts to ensure adequate and inclusive protection. While legislation foresees the development of a multipillar pension system, including a funded component, international experience highlights that such arrangements are most effective when they complement a strong and adequately financed public pension pillar, and when their design avoids adverse effects on benefit adequacy, coverage and fiscal sustainability. Although a three-pillar system is foreseen in legislation, the funded pillar remains unimplemented. Without comprehensive reform, the system risks a further erosion weakening of adequacy and coverage, underscoring the need for a phased reform approach grounded in social dialogue, strengthened labour market outcomes and alignment with international and European standards.

Social dialogue at all levels

How is social dialogue evolving in Ukraine?

Social dialogue in Ukraine remains structurally constrained, though recent developments point to gradual reactivation. The institutional framework, largely based on the 2010 Law on Social Dialogue, has not been comprehensively updated, and overlapping provisions continue to limit the effective role of social partners in policymaking. The National Tripartite Social and Economic Council (NTSEC), the main tripartite platform, has not convened in plenary since November 2021, with engagement shifting toward ad hoc and bipartite formats. As a result, the influence of social dialogue on policy outcomes remains limited. Recent steps, including the appointment of a new NTSEC Chair by Presidential Degree on 18.05.2026, indicate renewed political attention to this issue. Ensuring meaningful involvement of workers' and employers' organisations in key reform processes, including labour law reform, remains critical. Despite these constraints, social dialogue has adapted rather than ceased. Tripartite social dialogue, although unevenly, is practiced at the regional level, bipartite engagement has remained active, particularly at enterprise and regional levels, focusing on crisis response, including workforce retention, reintegration of veterans, and support to vulnerable groups, which also find reflections in some cases through collective agreements.

What is the state of collective bargaining?

Collective bargaining remains uneven and difficult to assess due to the lack of recent data. Pre-war coverage was relatively high but uneven across sectors. The war has further constrained collective labour relations, including through temporary limitations affecting the implementation of agreements. A positive development is the September 2025 legal amendment requiring mutual consent of parties to suspend collective agreements, replacing unilateral employer discretion. The 2023 Law on Collective Agreements introduces potential for strengthening multi-level bargaining, including at territorial level, though its impact will depend on post-war implementation.

The war has also weakened the capacity of workers' and employers' organisations at a time when their role is increasingly important for recovery and EU accession. Enterprise contraction and employment losses have reduced membership and financial resources, while the expansion of informal, remote and non-standard work has made organisation and representation more difficult.

International Labour Standards

Ukraine has ratified 72 ILO Conventions, including nine out of ten of fundamental instruments, and continuing to advance alignment in key areas such as occupational safety and health, violence and harassment, maternity protection, domestic workers, fair recruitment and sector-specific protections such as Maritime Labour Convention (MLC). The ratification of the Chemicals Convention, 1990 (No. 170) in December 2023 further underscores the continued relevance of international labour standards in the context of war. However, as consistently highlighted by the ILO Supervisory Body, significant gaps persist in translating legislative commitments into effective practice. Key challenges relate to limitations in labour inspection, exacerbated by restrictions under martial law, persistent wage arrears and weak enforcement mechanisms, as well as insufficient protection of workers' claims in cases of insolvency. ILO observations also point to gaps in ensuring full compliance with fundamental principles, including equal remuneration for work of equal value, effective social dialogue in legislative processes, and alignment of draft labour legislation with international labour standards. In addition, the conflict has heightened occupational safety and health risks and exposed structural weaknesses in the system's capacity to respond. As a result, the application of labour protections remains uneven, particularly for vulnerable workers and in war-affected sectors, highlighting the need to strengthen institutional capacity, enforcement systems and tripartite consultation to ensure effective implementation.

2.3 Lessons learned

Building on the implementation experience of the ILO Transitional Cooperation Strategy 2024–2025 and lessons identified through tripartite consultations and programme reviews, several important considerations informed the development of the DWCP 2026–2029. Strong national ownership, effective tripartite engagement and adaptive programming were identified as critical to responding to Ukraine's rapidly evolving recovery context. Experience also demonstrated that decentralized and partnership-based approaches, including local employment partnerships and sector-level interventions, were effective in extending outreach to vulnerable groups and addressing diverse local labour market needs. At the same time, strengthened coordination, resource mobilization and results monitoring were identified as essential to support coherent implementation, scalability and sustainability of interventions.





Decent Work Country Programme **UKRAINE**

3. PRIORITIES AND COUNTRY PROGRAMME OUTCOMES

The DWCP Ukraine 2026–2029 was developed in alignment with Ukraine's national recovery and reform priorities, as reflected in the United Nations Sustainable Development Cooperation Framework (UNSDCF) Ukraine 2025–2029, and informed by the priorities identified by tripartite constituents throughout the consultation process. The Programme is grounded in the ILO Decent Work Agenda and International Labour Standards and supports the achievement of relevant ILO Programme and Budget 2026–2027 outcomes within the broader context of Ukraine's recovery, reconstruction and European integration. The section below presents the strategic priorities and outcomes of the DWCP, while the detailed logical framework and performance indicators are reflected in the Results Matrix (Annex 1).

DWCP Ukraine 2026 – 2029 at glance:

National Priorities	DWCP Priorities		UNSDCF Priorities
▶ Labour law reform agenda ▶ National Programme for the Adoption of the EU acquis	**PRIORITY 1:** Strengthening labour market governance and inclusive social dialogue at all levels **P&B Outcomes 1; 2**	**OUTCOME 1.1** Institutions and mechanisms for social dialogue strengthened to advance labour rights and sound industrial relations	**Priority 2** Inclusive economic growth **Priority 4** Peace, justice and strong institutions **SDGs:** 1; 5; 8; 10; 16; 17
		OUTCOME 1.2 Labour market governance and the rule of law strengthened through labour legislation reform aligned with international labour standards and the related EU acquis	
		OUTCOME 1.3 Strong, representative and influential social partners	
▶ National Employment Strategy ▶ OSH reform agenda ▶ National Strategy to Close the Gender Pay Gap 2030 ▶ National Strategy for Creating a Barrier-Free Environment 2030 ▶ Strategy for Demographic Development 2040	**PRIORITY 2:** Enhancing labour and social protection for all **P&B Outcomes 2; 5; 6; 7**	**OUTCOME 2.1** Labour law compliance, occupational safety and health, and protection of workers' rights strengthened	**Priority 1** Human capital **Priority 2** Inclusive economic growth **SDGs:** 1; 5; 8; 10; 16; 17
		OUTCOME 2.2 Wage protection and wage governance strengthened	
		OUTCOME 2.3 Inclusive, accessible and gender-responsive environment for labour market participation strengthened	
		OUTCOME 2.4 Sustainable and shock-responsive social protection system providing inclusive protection across the life cycle	
▶ National Employment Strategy ▶ Youth Guarantee reform agenda ▶ VET reform agenda ▶ SME Strategy 2027	**PRIORITY 3** Advancing decent jobs, skills and productive enterprises **P&B Outcomes 3; 4; 6**	**OUTCOME 3.1** Enhanced institutional capacities to design and deliver comprehensive employment policy framework	**Priority 2** Inclusive economic growth **Priority 4** Peace, justice and strong institutions **SDGs:** 1; 4; 5; 8 ;9; 10;17
		OUTCOME 3.2 More responsive and inclusive skills development systems improving access to decent work opportunities	
		OUTCOME 3.3 Improved enabling environment for productive and competitive enterprises	

PRIORITY 1:
Strengthening labour market governance and inclusive social dialogue at all levels

OUTCOME 1.1 Institutions and mechanisms for social dialogue strengthened to advance labour rights and sound industrial relations

Why is social dialogue central to recovery?

Effective social dialogue remains essential for advancing labour rights, strengthening labour market governance and supporting inclusive recovery and reconstruction in Ukraine. In a context of evolving labour market pressures, institutional reforms and socio-economic uncertainty, social dialogue plays an important role in facilitating informed and inclusive consensus-building around labour market reforms, workforce recovery, employment transitions and reconstruction priorities, while helping to strengthen institutional resilience and social cohesion. In this regard, the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205) highlights the importance of promoting social dialogue and collective bargaining as part of coherent strategies supporting recovery, resilience and peace.

At the same time, social dialogue institutions and collective labour relations in Ukraine continue to face important institutional and capacity constraints. The limited functioning of the National Tripartite Social and Economic Council (NTSEC) and uneven collective bargaining practices have reduced opportunities for structured tripartite and bi-partite engagement on labour and socio-economic reforms. Strengthening the effectiveness of social dialogue mechanisms and the capacities of workers' and employers' organizations will therefore remain important to support inclusive labour market governance, recovery and EU accession-related reforms.

In this context, the ILO will support constituents in revitalizing social dialogue institutions and strengthening the effectiveness of social dialogue, collective bargaining in line with International Labour Standards (ILS) and relevant EU approaches, while promoting inclusive and gender-responsive labour market governance.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting revitalization and effective functioning of tripartite social dialogue institutions at national and territorial levels.
- Strengthening the role of social dialogue in labour market governance, recovery and EU accession-related reforms.
- Promoting more effective and inclusive collective bargaining.
- Strengthening institutional capacities of tripartite constituents to engage effectively in social dialogue and collective bargaining processes.

To achieve change it requires:

- Continued Government commitment to effective tripartite social dialogue and consultation processes
- Active engagement of employers' and workers' organizations in labour market governance, collective bargaining and labour reform discussions.
- Continued functioning of tripartite institutions and willingness of constituents to engage in consensus-based dialogue.
- Sufficient institutional and financial capacities of social partners to participate effectively in social dialogue processes.

Theory of change

If the Government and social partners, with ILO support, revitalize tripartite social dialogue institutions; strengthen collective bargaining; and improve the capacities of tripartite constituents to engage effectively in labour market governance and reform processes,

...then social dialogue and industrial relations systems will become more effective, inclusive and responsive to labour market, recovery and EU accession challenges,

...which will improve labour market governance, protection of labour rights, social cohesion and more inclusive and sustainable recovery outcomes.

Measures of performance

Number of recommendations formulated by the NTESC or territorial councils incorporated into economic, social, and labour policies, laws, or regulatory and administrative changes including those covering the recovery programme, EU accession agenda, gender equality and non-discrimination in the world of work

2025 BASELINE: 0

2029 TARGET: 5

Number of signed collective agreements at sectoral and/or regional levels that incorporate gender equality and non-discrimination provisions

2025 BASELINE: 0

2029 TARGET: 2

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
NTSEC; TTSECs; EBMOs; TUs	P&B 2.3 UKR153	Outcome 2 and 4

OUTCOME 1.2 Labour market governance and the rule of law strengthened through labour legislation reform aligned with international labour standards and the related EU acquis

Ukraine's recovery and reconstruction process is accelerating the need for comprehensive labour market reforms aligned with ILS and the related EU acquis. Following the launch of EU accession negotiations and the screening process under Chapters 2 (Free Movement of Workers) and 19 (Social Policy and Employment), labour legislation reform and strengthening labour market governance have become increasingly important elements of Ukraine's broader EU integration agenda. In this context, effective labour market governance and sound regulatory frameworks will be critical to support inclusive recovery, enterprise development, protection of labour rights and creation of decent work opportunities.

Why is labour law reform important for Ukraine's recovery and EU accession?

Ukraine has initiated several important labour law reform processes, including preparation of a new Labour Code (a draft Law was registered with the Verkhovna Rada of Ukraine on 15 January 2026 (No. 14386) and subsequently included in the agenda of the Fifteenth Session of the Verkhovna Rada of the Ninth Convocation) and a revised Law on Social Dialogue. At the same time, labour legislation in Ukraine remains fragmented and unevenly aligned with contemporary labour market realities, international labour standards and relevant EU requirements. The ongoing reform process therefore creates an important opportunity to modernize labour legislation and strengthen labour market governance, while balancing the rights and interests of workers and employers in a rapidly evolving labour market context. In parallel, evolving industrial relations and labour market transformation are increasing the importance of effective labour dispute prevention and resolution mechanisms, as well as structured tripartite dialogue to support consensus-building around reforms.

At the same time, the reform process continues to face important institutional and capacity-related challenges. The use of social dialogue in labour law reform processes remains uneven, while tripartite constituents continue to face capacity gaps related to the application of ILS and related EU acquis. As reforms increasingly shift towards more preventive, inclusive and rights-based approaches, strengthening the capacities of labour market institutions and tripartite constituents to engage effectively in labour law reform, implementation and supervision will remain essential.

What is needed to strengthen the application of international labour standards?

Strengthening the application of ILS will also remain important in the context of Ukraine's recovery and EU accession process. This includes strengthening reporting and supervisory mechanisms related to ratified ILO Conventions, supporting ratification and implementation, in law and practice, of relevant instruments, including the Maritime Labour Convention, 2006 (MLC, 2006), and strengthening capacities of labour market institutions and the judiciary to apply International Labour Standards and related EU acquis.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting labour legislation reform processes in line with ILS and the related EU acquis.
- Strengthening tripartite dialogue and technical consultations on labour market and employment reforms.
- Strengthening capacities of tripartite constituents to apply, monitor and promote ILS and related EU acquis.
- Supporting ratification and implementation, in law and practice, of relevant ILO Conventions.
- Strengthening mediation and conciliation services in line with ILS and regional/global best practice.
- Strengthening capacities of labour market institutions and the judiciary to apply labour legislation, ILS and related EU acquis.

To achieve change it requires:

- Continued Government commitment to labour law reform aligned with ILS and related EU acquis, supported through effective tripartite dialogue and consultation with social partners
- Continued progress in Ukraine's EU accession process and labour market governance reforms.
- Continued political commitment to advance ratification of new ILS and ensure implementation of the ratified ILO Conventions.

Theory of change

If the Government and social partners, with ILO support, strengthen labour legislation reform processes in line with International Labour Standards and related EU acquis; improve capacities of tripartite constituents, labour market institutions and the judiciary to apply and supervise labour standards; and strengthen tripartite dialogue on labour market reforms

...then labour market governance and the application of labour legislation will become more effective, coherent and better aligned with ILS and related EU acquis,

...which will contribute to stronger protection of labour rights, more inclusive labour market governance, and more effective implementation of labour market reforms in support of recovery and EU accession.

Measures of performance

Number of labour-related legislative reforms, including draft laws, developed through tripartite consultation mechanisms

2025 BASELINE: 0

2029 TARGET: 3

Labour law reform advanced through tripartite consultations in line with relevant International Labour Standards and related EU acquis

2025 BASELINE: Partially aligned

2029 TARGET: Draft labour law reform package developed/ revised through tripartite consultations reflecting relevant ILS principles and EU acquis provisions

Maritime Labour Convention, as amended, (MLC, 2006) ratified

2025 BASELINE: not ratified

2029 TARGET: ratified

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoE; NTSEC; NMCS; NSJ; EBMOs; TUs	P&B 1.1; 1.3; 1.5; 2.4 UKR 153, UKR 826	Outcome 2 and 4

OUTCOME 1.3 Strong, representative and influential social partners

Why do strong social partners matter?

Strong, independent and representative social partners are a cornerstone of democratic and inclusive governance and play an instrumental role in shaping sustainable economic and social development pathways. The ongoing war in Ukraine has taken a significant toll on employers' and workers' organizations, weakening their capacity and resources to effectively fulfil their mandates. Nevertheless, both have demonstrated remarkable resilience and reinforced the critical importance of collective action and social dialogue in responding to wartime challenges, labour market disruptions and broader socio-economic uncertainty. As Ukraine advances in its recovery and reconstruction alongside EU accession reforms, substantive engagement of social partners will be essential to fostering meaningful social dialogue, building consensus around reforms and ensuring that the voices of enterprises and workers are appropriately reflected in the country's future development trajectory.

How are employers' organizations responding to new challenges?

Employer and business membership organizations (EBMOs) have remained largely operational despite being severely affected by the ongoing war. While membership levels have generally remained stable, financial sustainability remains precarious and heavily dependent on the recovery of their members and the economy more broadly. In response to rapidly evolving enterprise needs, EBMOs, with ILO support, have developed tailored services in areas such as enterprise production recovery, business matchmaking and integration into EU supply chains, occupational safety and health, inclusion of persons with disabilities, access to green energy solutions, childcare services and workplace psychosocial support. The strong uptake of these services indicates that businesses continue to see value in membership of organizations which are able to respond effectively to emerging needs. Nevertheless, institutional capacities and the ability to continue expanding service delivery remain uneven across EBMOs. Furthermore, limited capacities for evidence-based advocacy continue to constrain the effective participation of EBMOs in social dialogue, labour market governance and reform processes linked to reconstruction and EU accession.

How are trade unions responding to workers' needs changing?

Workers' Organizations (Trade Unions – TUs) have remained operational despite severe wartime pressures, including declining membership, financial constraints, staff mobilization and growing demand for direct support to workers affected by the war. In response to emerging needs, trade unions, with ILO support, adapted and expanded their service delivery models, including through establishment of trade union legal hubs in frontline and war-affected regions. These hubs provided first-hand legal, psychosocial and advisory support to workers most affected by the war, with particular focus on internally displaced persons, veterans and their families. Operationalized through both in-person and digital outreach formats, the hubs also enabled trade unions to introduce new services responding to wartime realities, including mental health and psychosocial support and entrepreneurship and self-employment initiatives aimed at strengthening workers' resilience and economic security. The strong uptake and sustainability of the legal hub model demonstrated its effectiveness not only in supporting and protecting union members, but also in helping some unions retain and expand membership under wartime conditions. In parallel, with ILO support, trade unions strengthened advocacy, communication and outreach capacities to better respond to emerging labour market and recovery challenges. Nevertheless, similarly to EBMOs, institutional capacities, long-term sustainability and the ability to effectively engage in social dialogue, labour market governance and recovery-related reform processes remain uneven across TUs.

In this evolving context, strong, representative and resilient social partners will remain essential to advancing effective social dialogue, balanced labour market reforms, inclusive recovery and Ukraine's EU accession.

Within this outcome, the ILO provides support to Employers' and Workers' Organizations with a focus on:

- Supporting organizational development and institutional sustainability of employers' and workers' organizations.
- Supporting further development and diversification of member-oriented services which respond to evolving labour market needs.
- Strengthening analytical capacities, evidence-based policy advocacy, and strategic communication.
- Supporting effective participation of social partners in labour market governance, collective bargaining and social dialogue.
- Promoting stronger engagement of social partners in recovery, labour market reform and EU accession-related processes.

To achieve change it requires:

- Availability of institutional and financial resources necessary to sustain organizational development, policy advocacy and service delivery.
- Continued Government commitment to meaningful engagement of employers' and workers' organizations in social dialogue, labour market governance and reform processes.
- Preservation of the independence and representativeness of employers' and workers' organizations during wartime and post-war recovery.

Theory of change

If employers' and workers' organizations, with ILO support, strengthen their organizational capacities, policy engagement and the development of services in line with their members' evolving needs,

...then social partners will be better equipped to represent the interests of their members and participate effectively in social dialogue, labour market governance and reform processes,

...which will contribute to more effective labour market governance and reform implementation, as well as a more inclusive and sustainable recovery and EU accession.

Measures of performance

Number of recommendations formulated by employers' and workers' organizations on economic, social, and employment policies including gender-responsive and non-discriminatory policies and measures in the world of work

2025 BASELINE: EBMOs – 1; TUs – 3

2029 TARGET: EBMOs – 3; TUs – 5

Number of new, revised or scaled-up services introduced by employers' and workers' organizations, including those contributing to gender equality and non-discrimination at work

2025 BASELINE: EBMOs – 4; TUs – 2

2029 TARGET: EBMOs – 6; TUs – 4

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
Nationally recognized Employer and Business Membership Organizations; Internationally and nationally recognized trade unions organizations	P&B 2.1; 2.2 UKR801; UKR802	Outcome 2

PRIORITY 2:
Enhancing labour and social protection for all

OUTCOME 2.1 Labour law compliance, occupational safety and health, and protection of workers' rights strengthened

Why is labour law compliance important?

Ukraine's recovery and reconstruction are accelerating structural changes in the labour market, including growing labour demand in critical and reconstruction-related sectors, workforce shortages and increasing pressure on working conditions. In this context, strengthening labour market governance and compliance systems is becoming increasingly important to ensure that recovery processes are grounded in safe and healthy working conditions, formal employment and effective protection of labour rights, thereby supporting productivity, workforce resilience and sustainable economic recovery. This is particularly important as wartime disruption, displacement and labour mobility continue to increase risks of hazardous working conditions, undeclared work, labour exploitation and trafficking in persons, especially among internally displaced persons (IDPs), jobseekers in vulnerable situations and Ukrainians seeking employment abroad.

Why strengthen labour inspection?

Well-functioning labour inspection is central to addressing these challenges and supporting effective implementation of labour and occupational safety and health legislation in a rapidly evolving labour market environment. In Ukraine, wartime conditions and martial law restrictions continue to affect certain limitations on inspection functions, while growing labour market risks are placing additional pressure on the institutional and operational capacities of the State Labour Service (SLS). At the same time, the ILO Supervisory Bodies have identified persistent gaps in labour inspection legislation and practice, including limitations related to inspectors' powers, operational independence and institutional capacities. Strengthening labour inspection capacities and compliance mechanisms are therefore of paramount importance both for effective labour market governance and for advancing alignment with the Labour Inspection Convention, 1947 (№ 81) and the Labour Inspection (Agriculture) Convention, 1969 (№ 129) and Chapter 19 of the EU acquis. Effective labour law enforcement will also play an important role in improving job quality and supporting labour market participation of women, persons with disabilities, veterans and displaced populations.

Why modernize occupational safety and health system?

Under the EU-Ukraine Association Agreement and the broader EU accession process, Ukraine is advancing reforms of its occupational safety and health (OSH) legislative and regulatory framework, including development of a new OSH law and further approximation to ILS and the related EU acquis. Establishing a modern and prevention-oriented OSH framework is particularly important in the context of wartime conditions, which are making workplace risks more complex, especially in sectors critical for recovery and continuity of essential services. Alongside conventional occupational hazards, workers increasingly face damaged infrastructure, emergency repair works, fatigue, trauma and other war-related risks requiring adapted prevention and response measures. Effective implementation of OSH reforms will therefore require strengthened institutional capacities, sector-specific protocols, improved, unified, national recording and notification systems of occupational accidents and diseases, and practical guidance enabling employers and workers to apply new requirements in practice. Growing psychosocial risks in the world of work further underline the need to integrate mental health and psychosocial support into broader workplace prevention and occupational safety and health systems, particularly in sectors exposed to prolonged stress and high-risk working environments.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Strengthening labour inspection and labour administration systems in line with ILS and the related EU acquis, including support to labour inspection reform processes, improved compliance mechanisms and modernization of inspection methodologies and procedures.
- Strengthening institutional and operational capacities of the SLS, through Strategic Compliance Planning, strengthened analytical and digital tools, and risk-based and intelligence-led approaches to labour inspection and compliance monitoring.
- Supporting strengthened capacities to prevent and address undeclared work, reduce the risks of labour exploitation and trafficking in persons, including through improved data collection and analysis systems, enhanced inter-institutional cooperation and awareness-raising measures promoting labour rights and fair recruitment.
- Supporting development and implementation of prevention-oriented and gender-sensitive OSH systems, including support to implementation of the new OSH legislation, development of a national OSH profile, strengthened OSH governance frameworks and workplace prevention systems in line with ILS and related EU acquis.
- Supporting development and piloting of gender-responsive and sector-specific OSH protocols and workplace prevention measures adapted to wartime and reconstruction-related risks, particularly in sectors critical for recovery and continuity of essential services.
- Strengthening systems for recording, notification and analysis of occupational accidents and diseases, including improved inter-institutional coordination, data collection and reporting mechanisms in line with ILS.
- Integrating mental health and psychosocial support measures into broader workplace prevention and OSH systems.

In order to achieve it requires:

- Continued Government commitment and political will to strengthening labour inspection and OSH systems in line with ILS and the related EU acquis.
- Active engagement of employers' and workers' organizations in labour inspection, OSH and workplace prevention reforms through effective tripartite dialogue and consultation processes.

Theory of change

If the ILO supports tripartite constituents in strengthening the occupational safety and health regulatory framework in line with International Labour Standards and the related EU acquis, including for the critical sectors, and through improved recording and notification systems, and provides operational support to the State Labour Service, including roll-out of strengthened compliance mechanisms, inspection methodologies and analytical and digital tools, and supports integration of workplace measures addressing psychosocial risks and mental health,

...then legislative actors will have stronger capacities to modernize and implement OSH and labour inspection frameworks in line with ILS, and the labour inspection system will be better equipped to promote compliance with labour and OSH legislation, strengthen protection at work and address undeclared work and labour exploitation, and employers' and workers' organizations will have improved capacities to support workplace prevention and psychosocial risk mitigation measures,

...which will contribute to safer and healthier working conditions and more resilient and productive workplaces, stronger protection of workers' rights, higher share of declared work and reduced risks of labour exploitation.

Measures of performance

Number of sector-specific occupational safety and health protocols adapted to wartime conditions and tested

2025 BASELINE: 0

2029 TARGET: At least 3

Measures developed to establish a unified, national system of notification and reporting of occupational accidents and diseases in line with International Labour Standards and European standards (ESAW)

2025 BASELINE: Existing notification and reporting systems for occupational accidents and diseases remain fragmented, non-interoperable and not fully aligned with International Labour Standards and ESAW requirements

2029 TARGET: A roadmap and implementation measures for the establishment of a unified national system for notification and reporting of occupational accidents and diseases developed and agreed by relevant stakeholders

Ratification of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

2025 BASELINE: not ratified

2029 TARGET: Convention No. 187 ratified

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoE; SLS; EBMOs; TUs	P&B 2.4; 6.1 UKR154	Outcome 2

OUTCOME 2.2 Wage protection and wage governance strengthened

Why does effective wage protection remain a challenge?

Wage protection and wage governance remain important challenges for Ukraine's labour market recovery. Despite gradual economic stabilization and nominal wage growth, many workers continue to face income insecurity linked to inflationary pressures, unstable employment and uneven wage dynamics across sectors and regions. At the same time, persistent wage arrears and undeclared wage practices continue to weaken protection of workers' rights, undermine compliance with labour legislation and reduce contributions to social protection systems. In sectors and regions heavily affected by the war, delayed wage payments remain a significant source of vulnerability for workers and their families. Strengthening wage protection mechanisms and effective enforcement of wage legislation therefore remains important both for protecting workers and supporting fair labour market recovery.

What underpins effective wage-setting?

Wage-setting systems and minimum wage governance consist of another important challenges. The ILO Supervisory Bodies have repeatedly emphasized the need to strengthen compliance with the Minimum Wage Fixing Convention, 1970 (No. 131), particularly with regard to meaningful consultation with social partners and balanced consideration of economic and social criteria in wage-setting. In practice, minimum wage adjustments remain insufficiently linked to broader living costs and labour market dynamics, limiting their role in ensuring adequate wage protection and reducing in-work vulnerability. In the context of labour shortages, demographic pressures and recovery-related restructuring, strengthening wage governance and promoting more evidence-based and socially balanced wage policies will remain important both for protecting living standards and for supporting inclusive and sustainable economic recovery. In this regard, strengthening social dialogue and tripartite consultation on wage-related reforms and policies will remain essential.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting strengthening of the national wage protection mechanisms and measures addressing wage arrears in line with ILS.
- Supporting evidence-based wage policy development and strengthening minimum wage-setting systems in line with the Minimum Wage Fixing Convention, 1970 (No. 131), including through balanced consideration of economic and social criteria and strengthened consultation with social partners.
- Supporting analysis and tripartite policy dialogue on wage adequacy, protection and minimum wage governance, including linkages with living standards, productivity and labour market dynamics.
- Supporting measures aimed at strengthening compliance with wage legislation and addressing undeclared wage practices.

To achieve change requires:

- Continued Government commitment to strengthening wage protection and wage-setting systems in line with ILS.
- Effective tripartite dialogue and meaningful consultation of employers' and workers' organizations in wage policy and minimum wage-setting processes.
- Availability and use of reliable wage, labour market and socio-economic data to support evidence-based wage policies and wage-setting mechanisms.
- Institutional capacity to implement and enforce wage protection measures, including measures addressing wage arrears and undeclared wage practices.
- Macroeconomic and fiscal conditions allowing for gradual strengthening of wage adequacy and wage protection mechanisms in the context of recovery and reconstruction.
- Availability of resources to support technical assistance, policy dialogue and capacity-building activities related to wage protection and wage-setting reforms.

Theory of change

If the ILO supports tripartite constituents through evidence-based analysis and policy advice on wage protection, wage arrears and minimum wage governance in line with International Labour Standards, and strengthens capacities of Government and social partners to engage in informed social dialogue and tripartite consultation on wage-setting and wage protection measures,

...then Government and social partners will be better equipped to strengthen wage protection mechanisms, improve minimum wage-setting systems and address wage arrears and undeclared wage practices through more effective wage policies and implementation measures,

...which will contribute to stronger protection of workers' rights, improved wage protection and income security, and more inclusive and sustainable labour market recovery outcomes.

Measures of performance

Tripartite agreement reached on a roadmap and measures to address wage arrears

2025 BASELINE: None

2029 TARGET: 1 agreement

Tripartite agreement reached on a revised minimum wage fixing mechanism in line with International Labour Standards

2025 BASELINE: None

2029 TARGET: 1 agreement

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoSP; MoE; NTSEC; EBMOs, TUs;	P&B 6.2 UKR153	Outcome 2

OUTCOME 2.3 Inclusive, accessible and gender-responsive environment for labour market participation strengthened

How is Ukraine advancing gender equality in the world of work?

Ukraine has built a substantive policy and legislative architecture for gender equality in the world of work. The State Strategy for Ensuring Equal Rights and Opportunities for Women and Men 2022–2030, the National Strategy for Closing the Gender Pay Gap 2023–2030, the Strategy for Demographic Development 2024–2040, and the Strategy for Implementing Gender Equality in Education 2022–2030 together form a comprehensive framework. Legislative advances have abolished most restrictions on women's access to occupations, introduced paternity leave and expanded parental leave for fathers and other caregivers, regulated domestic work, and strengthened sanctions for discrimination and sexist advertising, and introduced mechanisms to strengthen institutional oversight of compliance with the principle of equal remuneration. Reforms to the early childhood education and care sector, including adoption of a new Law on Preschool Education (2024), the strengthening of the Municipal Nanny Programme, and the launch of the eYasla Programme (2026), have expanded and diversified childcare provision.

What continues to limit equality in the world of work?

Despite this progress, the war has intensified structural inequalities inclusion challenges in the labour market. Displaced and returning women, including women with disabilities, women living with HIV, and Roma women, face compounded barriers to decent work. Occupational segregation, unequal care burdens, discriminatory social norms, and gender-based violence continue to limit women's access to quality employment. At the same time, women are increasingly entering traditionally male-dominated sectors without adequate workplace protections, including sufficient OSH safeguards and non-discriminatory procedures for addressing workplace violations and complaints. Persistent gender pay gaps, weak enforcement of equal remuneration principles, acute shortages of affordable childcare, particularly for children under three, and war-related infrastructure damage to social infrastructure further constrain women's participation in the labour market, increasing the risks of economic dependency and informal employment.

How can the world of work become more inclusive?

The war in Ukraine has also significantly increased care needs and highlighted the critical importance of strengthening the care economy in general, including long-term care, psychosocial support, rehabilitation and community-based social services, both as an essential component of social resilience and recovery and as a source of decent employment opportunities, particularly for women. The growing number of persons with disabilities and veterans with war-related injuries has further increased the importance of inclusive and accessible workplaces. Recent measures, including state compensation schemes for workplace adaptation and implementation of the National Strategy for Creating a Barrier-Free Environment to 2030, demonstrate progress and growing attention to inclusive labour market participation. However, workplace-level adaptation, accessibility and support systems remain insufficient to meet increasing needs, while stigma and discrimination continue to limit equal participation in the world of work, particularly in private sector and among SMEs. Strengthening inclusive and accessible workplace practices, including adapted work environments, workplace support measures and non-discrimination policies, will therefore remain important both for advancing equality and for supporting workforce participation in the context of recovery and demographic pressures.

At the same time violence and harassment, HIV-related risks and discrimination in the world of work have intensified. Enforcement of existing legal protections remains constrained by low awareness, stigma, weak complaint mechanisms, insufficient institutional capacity, and poor coordination.

Strengthening implementation and enforcement of gender equality, disability inclusion and non-discrimination measures in line with International Labour Standards and the related EU acquis will therefore remain essential to support more inclusive, accessible and equitable labour market outcomes.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting expansion and diversification of affordable and quality childcare and care services, including community-based, employer-supported and alternative childcare models, particularly in underserved and war-affected areas, while promoting work-life balance and shared caregiving responsibilities.
- Advancing reforms and policy measures related to preschool education, parental leave, childcare investment and formalization and professionalization of childcare and nanny services, including promotion of decent working conditions and social protection coverage in the care economy.
- Supporting implementation of the National Strategy to Close the Gender Pay Gap until 2030.
- Promoting equal pay for work of equal value and gender equality measures in line with ILS and the EU acquis, including through gender neutral job evaluation at the company level as well as through addressing occupational segregation and discriminatory employment practices, including through increased pay transparency.
- Supporting development and application of practical workplace tools and institutional measures promoting equal opportunity and treatment in the world of work, including recruitment approaches and measures supporting inclusive and accessible workplaces for persons with disabilities and veterans with injuries.
- Supporting measures to prevent and address stigma, discrimination, violence and harassment in the world of work, including through strengthened workplace cooperation, prevention policies and practices; institutional capacities
- Mainstreaming HIV prevention and non-discrimination in the workplace in line with the HIV and AIDS Recommendation, 2010 (No. 200), including measures addressing occupational exposure in health and social care settings, confidentiality, the prohibition of HIV testing as a condition of employment, and continuation of employment for workers living with HIV.
- Advocacy for ratification and implementation of the Maternity Protection Convention, 2000 (No. 183), the Domestic Workers Convention, 2011 (No. 189), and the Violence and Harassment Convention, 2019 (No. 190) Strengthening coordination and capacities of relevant institutions and social partners to promote inclusive workplaces and improve implementation and enforcement of gender equality and anti-discrimination standards.

To achieve change requires:

- Continued Government and social partners' commitment to advancing gender equality and women's labour market participation in line with national strategies, ILS and the related EU acquis.
- Effective multisectoral coordination and cooperation in implementation of gender equality and care-related reforms.
- Active engagement of employers' and workers' organizations in promoting equal opportunities at work, work-life balance and inclusive and non-discriminatory workplace policies and practices.
- Continued investment in childcare and care economy and infrastructure, including in war-affected and underserved areas.
- Institutional, operational and financial capacities to develop and implement care (including childcare), gender equality and non-discrimination measures.
- Gender-responsive and sex-disaggregated data to inform evidence-based policymaking, monitoring and implementation of gender equality measures.

Theory of Change

If the constituents, with ILO support, expand access to affordable and quality childcare, particularly in war-affected and underserved regions, promote shared caregiving responsibilities, advance pay transparency and equal pay reforms, apply gender-neutral job evaluation tools, and strengthen legal and institutional frameworks to prevent and respond to violence and harassment in the world of work,

...then women will face fewer barriers to entering, remaining in, and returning to the labour market, care responsibilities will be more equitably shared, and workplaces will be safer and more inclusive,

...which will increase female labour force participation, a narrowed gender pay gap, reduced occupational segregation, reduced gender stereotypes and a more equitable and productive labour market in Ukraine, including in the context of post-war reconstruction and recovery.

Measures of performance

Number of constituents' initiatives to address the gender pay gap — designed and implemented.

2025 BASELINE: 0

2029 TARGET: At least 1 including individual initiatives by social partners

Number of childcare facilities or services created, expanded, or formalized.

2025 BASELINE: 12

2029 TARGET: At least 50

Number of domestic childcare workers formalized.

2025 BASELINE: not ratified

2029 TARGET: At least 70% of supported domestic childcare workers formalized

Number of legal or policy instruments strengthened in line with International Labour Standards on gender equality, equal remuneration, and violence and harassment.

2025 BASELINE: 0

2029 TARGET: 2

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoE; MoSP; MoH; NTSEC; SLS, SES; EBMOs, TUs; UN agencies	P&B 3.4; 4.2; 5.1; 5.2; 5.3; 6.2 UKR151	Outcome 1 and 2

OUTCOME 2.4 Sustainable and shock-responsive social protection system providing inclusive protection across the life cycle

Why is strengthening social protection a priority?

Ukraine faces growing demographic and labour market pressures that are affecting the sustainability of social protection and social insurance systems. Population ageing, outward migration, labour shortages and low labour market participation continue to weaken the contributory base needed to sustain adequate social insurance coverage and income security. Reflecting these challenges, the Strategy of Demographic Development of Ukraine until 2040 and its 2024–2027 Operational Action Plan identify stronger social protection systems, sustainable pension provision and measures supporting longer and more active participation in the labour market among key national priorities.

These longer-term structural challenges have been compounded by the impacts of the Russian Federation's military aggression against Ukraine, including large-scale displacement, employment disruption and increasing fiscal pressures. At the same time, social protection continues to play a critical role in supporting household resilience, income security and social cohesion. Despite severe constraints, the Government has maintained the payment of pensions and social benefits, while humanitarian cash assistance has continued to support conflict-affected households. Particular concerns relate to the adequacy and financing of the pension system. Only slightly more than one third of the working-age population contributes to the pension system, while the ratio of employed persons to pensioners has declined to close to 1:1. Informality, undeclared work and wage underreporting continue to weaken contribution revenues and reduce future entitlements, increasing dependence on state budget transfers. Pension adequacy also remains a challenge, with replacement rates below the benchmark established by the Social Security (Minimum Standards) Convention, 1952 (No. 102), and many pensioners, particularly women, relying on minimum pensions.

How can social protection system remain sustainable and inclusive?

At the same time, important gaps remain in effective coverage and access to social protection, particularly for workers in informal and non-standard forms of employment, displaced populations and migrant workers. Strengthening the interaction between labour market policies and social protection systems, including through formalisation and improved compliance, will be critical to expand coverage and ensure adequate protection in a changing labour market context. In the context of increasing labour mobility, strengthening frameworks for the coordination and portability of social security rights will also be important to support continuity of protection and inclusive labour market integration.

Ukraine's ratification of Convention No. 102 with respect to all nine branches of social security provides an important normative framework for reform. In this context, the ILO will support tripartite constituents in strengthening evidence-based and financially sustainable social protection policies, improving social protection governance and financing, promoting measures to extend coverage across the life cycle and strengthen protection across changing labour market conditions and employment arrangements, in line with international social security standards.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Advancing nationally owned social protection reforms that improve the adequacy, sustainability and inclusiveness of protection, in line with international social security standards.
- Strengthening the capacity of social protection systems to respond to demographic change, labour market disruption and shocks while maintaining income security across the life cycle.
- Promoting stronger links between social protection, employment and formalization policies so that more workers, including in the care economy and in diverse forms of employment, are covered by social protection.
- Supporting evidence-based and socially balanced reform processes through social dialogue, policy analysis and strengthened institutional capacities.

To achieve change requires:

- Continued Government commitment to reforming social protection systems in line with national priorities and international social security standards.
- Active engagement of employers' and workers' organizations in policy dialogue on pension reform, social protection financing, coverage extension and adequacy of benefits.
- Availability and use of administrative, actuarial, labour market and fiscal data to inform reform options.
- Continued national efforts to expand formal employment, reduce undeclared work and improve compliance with social protection obligations.
- Institutional readiness to translate analysis and policy recommendations into laws, regulations, financing measures or operational reforms.

Theory of change

If the ILO supports tripartite constituents through evidence-based policy advice, actuarial analysis and institutional capacity strengthening in line with international social security standards, and supports the development and implementation of measures to expand social protection coverage through formal employment, improved compliance and stronger linkages with labour market policies,

...then national stakeholders will be better equipped to design and implement balanced social protection reforms that improve adequacy, sustainability and resilience, contributing to more inclusive and shock-responsive social protection providing income security across the life cycle,

...which will lead to improved income security, broader coverage more adequate benefits, and improved standards of living.

Measures of performance

Percentage of working age population contributing to social insurance

2022 BASELINE: 41,9 %

TARGET: The target value will be determined by December 2026 and subsequently reflected in the Results Matrix

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoSP; MoE; NTSEC; EBMOs, TUs; UN agencies; IFIs	P&B 7.1; 7.2; 7.3 UKR153	Outcome 1

PRIORITY 3:
Advancing decent jobs, skills and productive enterprises

OUTCOME 3.1 Enhanced institutional capacities to design and deliver comprehensive employment policy framework

Why does Ukraine need a comprehensive employment policy?

Ukraine's recovery requires a more comprehensive and inclusive employment policy framework capable of responding to labour shortages, skills mismatches, regional disparities, and supporting the labour market reintegration of war-affected populations. While labour demand is recovering in some sectors and regions, many people remain without sustainable employment, including young people, older workers, women, internally displaced persons, veterans, returnees, and persons with disabilities. At the same time, labour migration, mobility, and possible future returns require stronger labour market governance, better labour market intelligence, more effective employment services and labour intermediation systems.

In this context, strengthening fair and well-regulated recruitment and labour market intermediation systems will remain important for ensuring efficient, inclusive and trusted labour market functioning. Weak or fragmented recruitment systems, particularly in crisis context, create space for informal intermediaries, reduce transparency and increase risks of labour exploitation and abusive recruitment practices, including in cross-border recruitment. Strengthening fair recruitment systems in line with international labour standards will therefore remain important both for protecting workers and supporting balanced labour market recovery. This includes improving understanding of labour market intermediation systems through mapping of relevant actors and identification of risks, strengthening regulatory and enforcement frameworks, including through labour inspection, grievance mechanisms and institutional coordination, and promoting stronger engagement of relevant stakeholders. In parallel, monitoring demographic and labour market trends, including migration and mobility dynamics, will remain important for supporting more responsive labour market policies and adaptation of institutional responses to evolving labour market needs.

What is needed to strengthen employment governance?

Ukraine has advanced important legislative and policy reforms, including the formulation of the National Employment Strategy (2026) and the adoption of the Law on Employment of Persons with Disabilities (2025). At the same time, Ukraine has expressed its commitment to setting up a Youth Guarantee in line with the 2020 EU Council Recommendations "A bridge to jobs". However, adequate coordination and consultation among relevant partners on policy and legislative reforms remain insufficient, limiting Ukraine's ability to yield the benefits of a comprehensive employment policy framework. Strengthening institutional capacities for evidence-based employment policy development, implementation and coordination, alongside stronger social dialogue and tripartite consultation, will therefore remain essential for supporting inclusive labour market recovery, addressing labour market imbalances and advancing Ukraine's recovery and EU accession processes.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting the implementation and monitoring of employment policy and advising on alignment with international labour standards and relevant EU acquis.
- Facilitating the establishment of a Youth Guarantee in Ukraine, including institutional and operational arrangements.
- Supporting the State Employment Service to improve service delivery, digitalization, partnerships, and alignment with EU practices.
- Supporting fair and well-regulated labour market intermediation and recruitment systems, including fair recruitment practices and labour market analysis related to migration and labour mobility trends, in line with international labour standards.
- Promoting localized and partnership-based employment approaches, including Local Employment Partnerships, to address regional labour market challenges and facilitate the labour market integration of young people, women, IDPs, veterans, returnees, persons with disabilities and other individuals facing barriers to employment.

To achieve change it requires:

- Continued Government commitment to employment policy implementation and modernization of labour market institutions.
- Active engagement of employers' and workers' organizations in the employment policy framework.
- Continued coordination among national institutions, regional authorities, social partners, employment service, education and service providers, civil society organizations, and development partners.
- Access to labour market data to inform policy design, targeting, and monitoring.
- Continued alignment of employment reforms with ILS, relevant EU acquis, and recovery priorities.

Theory of change

If the Government and the social partners, with the ILO support, engage in design and delivery of new and much needed elements of the Employment Policy Framework, and fair recruitment systems, including relevant legislation and approaches at the national and local levels,

...then their institutional capacities to design and deliver a comprehensive employment policy in a more coherent, inclusive and responsive manners will be strengthened

...which will lead to decent work and better employment outcomes for all.

Measures of performance

Governance framework for the Youth Guarantee established in line with international good practices

2025 BASELINE: No formal governance framework for the Youth Guarantee established

2029 TARGET: Governance framework for the Youth Guarantee established and operationalized in line with relevant EU and international good practices

A new Law on employment promotion revised through tripartite consultations in line with relevant provisions of the Employment Service Convention, 1948 (No. 88), and the Private Employment Agencies Convention, 1997 (No. 181)

2025 BASELINE: Existing employment promotion legislation requires further alignment with relevant provisions of Conventions No. 88 and No. 181

2029 TARGET: Draft or revised law on employment promotion developed through tripartite consultations in line with relevant provisions of Conventions No. 88 and No. 181

Number of institutions involved in integrated case management mechanisms

2025 BASELINE: 1

2029 TARGET: 4

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoE; MoSP; MoES; MoY; SES; NTSEC; RSMAs; EBMOs, TUs	P&B 3.1; 3.4; 3.5; 6.4 UKR132	Outcome 2

OUTCOME 3.2 More responsive and inclusive skills development systems improving access to decent work opportunities

Why do skills matter for recovery?

Ukraine's recovery and reconstruction are accelerating demand for a skilled workforce, placing growing pressure on education and training systems to respond to rapidly evolving labour market needs. Employers report persistent shortages of qualified workers, particularly due to gaps in practical competencies. At the same time, structural economic changes, driven by reconstruction priorities, digitalization and the green transition, are reshaping skills demand across sectors, requiring more agile and demand-responsive training systems.

Ukraine has initiated important reforms in vocational education and training, including adoption of the new Law on Vocational Education No. 4574-IX in 2025. The reform creates important opportunities to modernize the skills system, strengthen responsiveness to both the labour market and the aspirations of workers, and advance alignment with relevant EU frameworks and approaches in the context of the EU accession process.

Further institutional, regulatory and operational support is required to effectively implement the reform agenda under the new Law on Vocational Education, in line with International Labour Standards related to Skills Development, including The Paid Educational Leave Convention, 1974 (No. 140), the Human Resources Development Convention, 1975 (No. 142), the Human Resources Development Recommendation, 2004 (No. 195), the Quality Apprenticeships Recommendation, 2023 (No. 208), and the ILO/UNESCO Recommendation concerning the Status of Teachers, 1966.

This entails strengthening tripartite governance of TVET at both sectoral and national levels; supporting greater decentralization of training providers under clear business models and accountability frameworks; reinforcing the capacities and professional status of TVET instructors and centre managers; improving the transparency and accountability of TVET management processes; and advancing alignment with relevant EU approaches and frameworks in the context of the EU accession process.

Why is labour market intelligence important?

Improved use of labour market information will be important to support development of competency-based training and assessment programmes relevant to the aspirations of workers and market needs for recovery, reconstruction, digitalization and the green transition. It will require stronger skills anticipation and forecasting capacities, and a coherent and well-integrated labour market intelligence among education and training institutions, public employment services, employers and social partners.

Additional efforts are required to strengthen cooperation between training providers and enterprises and to expand work-based learning opportunities towards full-fledged quality apprenticeships, as defined under the Quality Apprenticeship Recommendation, 2023 (No 208)[1]. This includes tripartite dialogue to identify areas for reform of regulations, policies, measures, and programmes related to work-based learning and apprenticeships (e.g.: development of pathways, protection of apprentices, inclusiveness of apprenticeships), adoption of a template agreement for apprenticeships, targeted promotional measures.

Why invest in lifelong learning?

At the same time, expanding flexible and inclusive lifelong learning opportunities remains important, particularly for groups facing barriers to labour market integration. Priorities include digital and blended reskilling and upskilling micro-credential programmes articulated around national qualifications, development of accessible solutions and capacity building for learner centred andragogy, improved career management systems and recognition of prior learning mechanisms, in order to facilitate labour market reintegration and mobility, including for women, internally displaced persons, returnees, former soldiers and workers with prior informal or non-formal learning experience.

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[1] The Recommendation is well aligned with EU Quality Framework for Apprenticeship

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting implementation of vocational education and training reform in line with ILS and relevant EU approaches ILS.
- Supporting the digitalization of vocational education and training systems, services and learning delivery to expand access, enhance quality and improve responsiveness to labour market needs
- Strengthening labour market intelligence, skills anticipation and forecasting systems to improve responsiveness of skills development to labour market and reconstruction needs, particularly in sectors critical for recovery and reconstruction, such as construction, energy, transport and manufacturing, as well as in areas related to the digital transformation and the green transition.
- Promoting quality apprenticeship, dual education and work-based learning approaches aligned with labour market demand.
- Supporting inclusive lifelong learning, recognition of prior learning and labour market integration for groups facing barriers to employment.
- Strengthening tripartite cooperation and institutional capacities for labour market-responsive skills governance.

To achieve change it requires:

- Continued Government commitment to implementation of vocational education and training reform and skills development modernization.
- Active engagement of employers' and workers' organizations in skills governance, curriculum development and work-based learning.
- Continued cooperation between education institutions, public employment services and employers on labour market-responsive skills development.
- Availability and use of labour market and skills data to inform planning and forecasting of training provision.
- Continued investment in skills development and workforce recovery by national authorities and development partners.

Theory of change

If the Government and social partners, with ILO support, strengthen the technical vocational education and training system in line with International Labour Standards and relevant EU approaches; improve governance, institutional capacities and labour market information systems; expand quality apprenticeships, dual education and other forms of work-based learning; and strengthen inclusive adult learning, career management systems and recognition of prior learning mechanisms,

...then training systems will become more accessible, of higher quality and more responsive to evolving skills needs, particularly those linked to the country's reconstruction, as well as to learners' and workers' aspirations, facilitating multiple transitions between education, training and the labour market,

...which will enhance employability, labour market integration and access to decent work for all, especially for young people, older workers, women, internally displaced persons, veterans, returnees, persons with disabilities and other groups facing barriers to employment, while supporting recovery, productivity growth and a just transition.

Measures of performance

Percentage of VET graduates employed within 6–12 months after completion of training

2025 BASELINE: To be established through available tracer studies

2029 TARGET: Measurable increase over the established baseline

Percentage of employers reporting satisfaction with graduates' skills

2025 BASELINE: To be established

2029 TARGET: Measurable increase over the established baseline

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoES; MoE; SES; EBMOs, TUs	P&B 3.2 UKR128	Outcome 2

OUTCOME 3.3 Improved enabling environment for productive and competitive enterprises

What role do enterprises play in Ukraine's recovery?

Enterprise development is central to Ukraine's recovery, reconstruction and long-term economic transformation. Micro, small and medium-sized enterprises (MSMEs) remain essential for preserving productive capacity, sustaining employment and supporting regional resilience, while also playing a key role in Ukraine's transition towards a more competitive, green, digital and EU-oriented economy. Since 2022, enterprises have faced severe disruptions, including damage to assets, energy insecurity, labour shortages, reduced investment capacity and fragmented supply chains. At the same time, many firms have demonstrated strong adaptability through relocation, digitalization, business model adjustment and reorientation towards new markets and value chains.

Despite this resilience, enterprise recovery remains uneven and highly dependent on external support. Access to affordable, diversified and longer-term finance remains one of the major constraints, particularly for MSMEs lacking collateral, credit history or capacity to prepare investment-ready proposals. Existing financing mechanisms continue to rely heavily on donor support, public guarantees and subsidized lending schemes, while market-based financing instruments remain underdeveloped. Business Development Services (BDS), entrepreneurship education, labour relations advisory services and financial literacy support remain fragmented, while many enterprises require stronger managerial, technical and innovation capacities to improve productivity, comply with standards, access finance and integrate into regional and EU value chains. In this context, enterprise support needs to move beyond short-term crisis assistance towards a more coherent ecosystem approach that combines finance, skills, productivity upgrading, Responsible Business Conduct, Human Rights Due Diligence and compliance with environmental and market requirements linked to EU integration processes.

Why does Ukraine need a stronger enterprise ecosystem?

As Ukraine advances reconstruction and economic restructuring, strengthening more coherent and ecosystem-based approaches to enterprise development will become increasingly important to support productivity growth, formalization, decent job creation and fair competition. This will also require stronger institutional coordination, more effective engagement of employers' and workers' organizations, and practical support enabling MSMEs to participate in sustainable reconstruction and integrate into more competitive EU and global markets.

Within this outcome, the ILO works with tripartite constituents with a focus on:

- Supporting evidence-based policy reforms and institutional coordination aimed at strengthening the enabling environment for sustainable enterprises, including through structured tripartite dialogue and analysis of constraints affecting enterprise development and formalization.
- Strengthening access of MSMEs to diversified, inclusive and longer-term finance, including through strengthened financial literacy, investment readiness and support for financing instruments linked to business continuity, productivity upgrading, green transition and digital transformation.
- Strengthening BDS, entrepreneurship education and enterprise support systems, including through quality assurance mechanisms, practical entrepreneurship training, mentoring and coaching, and stronger linkages between skills development, finance and enterprise growth.
- Supporting MSME productivity upgrading and resilience through advisory services, managerial and technical capacity-building, and promotion of green, digital and innovation-oriented business practices, including resource efficiency, circular economy approaches and adoption of digital and artificial intelligence enabled tools.
- Supporting Responsible Business Conduct, Human Rights Due Diligence and alignment with labour, environmental and market standards linked to integration into regional, EU and global value chains.
- Supporting integration of MSMEs into regional and global markets and supply chains through business matchmaking, export readiness support, compliance tools and strengthened capacities of employers' and workers' organizations to support enterprise upgrading and competitiveness.
- Supporting practical compliance tools and incentive-based formalization measures promoting fair competition, sustainable enterprise development and decent job creation.

In order to achieve it requires:

- Continued Government commitment to enterprise development reforms
- Active engagement of social partners in MSME development policy dialogue, reform design and implementation.
- Availability of financial and technical resources to support enterprise upgrading, access to finance, BDS and green and digital transformation.
- Stronger coordination between public institutions, financial institutions, EBMOs, education and training providers and development partners.
- Availability and use of reliable evidence on enterprise constraints, productivity, finance, informality and market access to guide policy and programme decisions.
- Willingness and capacity of MSMEs to invest in productivity, compliance, innovation, responsible business conduct and formalization despite wartime uncertainty.

Theory of change

If the ILO supports tripartite constituents and relevant institutions in advancing evidence-based enterprise development reforms, strengthening enterprise support systems and promoting structured social dialogue on sustainable enterprise development; improves access of MSMEs to finance, business development services and entrepreneurship support; and promotes productivity upgrading, responsible business conduct, green and digital transformation and integration into regional and international value chains,

...then MSMEs will be better equipped to invest, improve productivity, strengthen resilience and competitiveness, comply with labour, environmental and market requirements, and access new markets,

...which will contribute to formalization, decent job creation, stronger economic resilience and more inclusive and sustainable recovery and reconstruction processes.

Measures of performance

Number of policy measures, programmes or institutional mechanisms adopted or operationalized to strengthen the enabling environment for sustainable enterprises, competitiveness and productivity growth for decent work.

2025 BASELINE: None

2029 TARGET: 5

MAIN ACTORS	LINKS WITH ILO PROGRAMME AND BUDGET	LINKS WITH UNSDCF 2025 – 2029
MoE; EBMOs, TUs; IFIs	P&B 4.1; 4.2; 4.3; 4.4 UKR102	Outcome 2


International Labour Organization
Organisation internationale du Travail
Organización Internacional del Trabajo

4. MANAGEMENT, IMPLEMENTATION, MONITORING, REPORTING AND EVALUATION ARRANGEMENTS

4.1 Implementation, performance monitoring, evaluation arrangements, the role of the ILO constituents

How will the DWCP be implemented and governed?

The DWCP 2026–2029 will be implemented jointly by the ILO and its tripartite constituents in Ukraine, in cooperation with relevant national institutions, social partners, UN agencies and development partners. The ILO Country Office for Ukraine, supported by the ILO Decent Work Team and Country Office for Central and Eastern Europe (DWT/CO-Budapest), the Regional Office for Europe and Central Asia and technical departments at ILO headquarters, will manage the Programme. Delivery of the DWCP will combine policy advice, technical assistance, capacity-building, analytical work and development cooperation projects. ILO regular budget and extra-budgetary resources will be used to support implementation of the Programme.

Strategic oversight of the DWCP will be provided through a national tripartite steering mechanism composed of representatives of the Government and employers' and workers' organizations. The mechanism will review progress towards agreed outcomes, identify implementation challenges, support policy coherence and tripartite dialogue, and advise on emerging priorities and resource mobilisation needs. Existing project-specific tripartite steering and advisory bodies established under ILO development cooperation projects will also contribute to the delivery and monitoring of relevant DWCP outcomes. The ILO will prepare annual progress reports to support the work of the steering mechanism and related reporting processes.

The ILO will continue to participate actively in the United Nations Country Team and relevant UNSDCF Results Groups to ensure close alignment between the DWCP and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2025–2029, including related joint workplans, annual reviews and annual UN Country Results Reports. The ILO will also continue contributing to and utilizing UN INFO as part of the UN monitoring and reporting framework.

How will progress be monitored and assessed?

Monitoring and evaluation of the DWCP will be guided by the Programme results framework and aligned, where appropriate, with UNSDCF monitoring, evaluation and learning arrangements. Progress will be tracked through outcome and output indicators using project monitoring systems, administrative data, national statistical sources, surveys, assessments and partner reporting. Given the continuing constraints affecting data availability in Ukraine, monitoring will combine quantitative and qualitative evidence to capture progress, challenges and lessons learned in a rapidly evolving context. Particular attention has been given to strengthening the evaluability of the Programme through clearly defined theories of change and

measurable indicators across all outcomes.

The DWCP will be subject to periodic reviews and evaluations in line with ILO evaluation policies and broader UNSDCF evaluation arrangements. This will include an internal mid-term review to assess progress and identify any adjustments required in the evolving recovery and reform context, as well as a final Country Programme Review to assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the Programme. Development cooperation projects contributing to the DWCP will include appropriate monitoring and evaluation arrangements and will be aligned with both the DWCP and UNSDCF results frameworks. The DWCP may also be subject to independent high-level evaluations conducted under the workplan of the ILO Evaluation Office (EVAL), should any involving Ukraine be approved by the Governing Body during the Programme period.

4.2 Risks

What could affect implementation?

The implementation of the DWCP will take place in a highly complex and volatile environment shaped by the ongoing war, persistent security threats, demographic pressures and economic uncertainty. Damage to infrastructure, disruptions to economic activity, labour shortages, displacement and weakened institutional capacity may affect the pace and reach of implementation, particularly in frontline and heavily affected regions. At the same time, Ukraine's recovery and EU accession process create important entry points for labour market reforms, institutional strengthening and enhanced social dialogue.

The DWCP will manage risks through flexible implementation modalities, regular consultation with constituents and close coordination with the United Nations system, the EU and other development partners. Active tripartite oversight will help maintain national ownership, adjust interventions to evolving needs and address implementation bottlenecks. Integrating DWCP interventions into national policies, institutions and reform processes will further support coherence and sustainability. The achievement of results will depend on sustained engagement by constituents and partners, as well as the availability of adequate financial and human resources throughout the Programme period.



5. FUNDING PLAN

How will the Programme be financed?

The ILO's resource mobilisation efforts to support the DWCP are developed in coherence with the financing and partnership arrangements of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2025–2029. Where appropriate, the ILO participates in broader UN engagement with the Government and development partners to support financing for recovery, reconstruction and SDG achievement, including priorities advancing decent work and social justice.

The ILO Country Office and its tripartite constituents work together to identify, mobilise and monitor the resources required to achieve the DWCP outcomes. The Programme is financed through a combination of ILO regular budget resources, extra-budgetary contributions and in-kind support from Ukrainian tripartite constituents. Regular budget resources support policy dialogue, technical advice and coordination, while extra-budgetary funding, including through UN joint funding mechanisms and joint programmes, remains essential for development cooperation projects and larger-scale interventions.

For details of ILO-managed development cooperation projects that contribute to DWCP implementation and its contribution to the UNSDCF (as confirmed at the time of DWCP signing), refer to ILO Development Cooperation Dashboard.

How will partnerships and development cooperation support implementation of the DWCP?

The DWCP serves as the strategic framework for prioritising and coordinating ILO support in Ukraine. Existing and pipeline development cooperation projects contribute directly to the achievement of DWCP outcomes, while new initiatives are aligned with the DWCP results framework and, where relevant, UNSDCF priorities and joint workplans. The ILO and its constituents continue to strengthen partnerships with bilateral and multilateral donors, the European Union, international financial institutions, UN agencies, civil society and the private sector, including through joint programming and coordinated funding approaches aimed at enhancing synergies and reducing fragmentation of support. In line with the ILO Development Cooperation Strategy 2026–2029, particular emphasis is placed on strengthening a programmatic approach to development cooperation, promoting coherent interventions, shared results frameworks and sustainable partnerships that contribute to the effective delivery of the DWCP.

Building on existing partnerships and financing opportunities, the ILO Country Office will continue strengthening its resource mobilisation efforts in coordination with constituents. This will include periodic assessment of funding gaps, mapping of potential financing sources and prioritisation of project pipelines to support realistic planning and longer-term sustainability of DWCP interventions in an evolving international funding environment.

6. ADVOCACY AND COMMUNICATION PLAN

How will communication support implementation?

The DWCP for Ukraine includes an advocacy and communication plan to support implementation and increase the visibility, outreach and impact of its interventions. The plan is guided by the ILO Global Communication Strategy and aligned with the United Nations joint communication and advocacy framework in Ukraine.

Communication and advocacy raise awareness among stakeholders and the wider public on:

- The role of International Labour Standards, social dialogue and SDG 8 in promoting inclusive, sustainable and resilient recovery in Ukraine;
- The role of decent work and effective partnerships in supporting Ukraine's recovery, strengthening social cohesion and resilience, and advancing national development and EU accession priorities;
- The added value of the ILO's tripartite structure in shaping inclusive and evidence-based policies;
- The tangible results, good practices and lessons learned emerging from DWCP interventions, including practical examples of support provided to workers, employers, institutions.

Visibility and communication activities primarily target tripartite constituents, multi- and bilateral development partners, civil society organizations and UN agencies engaged in related areas of work in Ukraine. The broader public in Ukraine constitutes a secondary audience.

How will communication be delivered?

Priority communication themes and key messages are identified jointly with tripartite constituents and implemented, where relevant, through coordinated outreach activities using a range of communication channels and tools, including events, media, social media, websites and publications. Particular attention is given to communicating concrete results, good practices and human-centred stories illustrating the contribution of the DWCP to improving people's lives and supporting recovery and resilience in Ukraine. The DWCP ensures regular communication planning, including annual prioritization of advocacy objectives, key messages and flagship activities.

The ILO further leverages its participation in the United Nations Communications Group and joint UN advocacy initiatives to strengthen the visibility of the DWCP and promote coordinated communication efforts with tripartite constituents and development partners.

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