

SUPPORT FOR UKRAINE RECOVERY

INTRODUCING THE ILO SERVICE OFFER



Cover photos: © Maciek Musialek / NurPhoto; © Joel Carillet / istockphoto.com

Interior photos: © Dmytro Smolienko / Ukrinform / NurPhoto; © Anadolu Agency; © OLeksandr_Kr / istockphoto.com; © Joel Carillet / istockphoto.com

Support for Ukraine Recovery

Introducing the ILO service offer

2022

CONTENTS

Introduction	1
The purpose of this document	1
Context	1
What do we offer?	2
Why work with us?	3
Technical service offer of the ILO	5
Employment Intensive Investment Programmes for a job rich recovery	5
Protecting refugees and migrant workers from trafficking and promoting their fair recruitment.....	7
Local Employment Partnerships: Increased income and livelihood opportunities in local communities and resilient enterprises	11
TVET and professional training for IDPs and refugees	13
Accelerating inclusive recovery and growth of SMEs and jobs in key economic sectors	15
Underpinnings of the proposed roadmap for inclusive and sustainable SME recovery and growth	17
Formalisation of enterprises and jobs	19
Provision of childcare services for IDPs, returnees and women workers	23
Rebuilding a sustainable and shock-resilient social protection system.....	25
Integrating international labour rights in the early recovery	29
Enhancing the role of the Ukrainian Employers to better serve their members during the war and beyond.....	31
Enhancing the role of the Ukrainian trade unions to better serve their members during the war and beyond	33
Endnotes	34

1 INTRODUCTION

The purpose of this document

This document presents the service offer of the ILO for contributing to Ukraine Recovery and Reconstruction through decent work promotion. Based on the presence of the ILO in Ukraine since 1993, the paper specifies the technical service offer of the ILO for an early recovery of Ukraine focusing on mitigating the impact of the war against Ukraine on employment, social protection, rights at work, and social dialogue. The document offers a flexible and modular approach for ILO's involvement across the humanitarian-development peace nexus in a situation characterized by high uncertainty and volatility. The document addresses ILO staff, ILO constituents, the UN system, ILO development partners, and other development practitioners who want to collaborate with the ILO.

Context

The Russian Federation's war against Ukraine is causing widespread internal displacement and refugee flows as well as large-scale employment and income losses. Preliminary assessments indicate that national income will drop drastically this year – between 35 and 45 per cent. According to [ILO estimates](#), 15 per cent of employment (equivalent to 2.4 million jobs) has been lost. As the war drags on, more Ukrainians could lose their jobs and millions could be pushed into poverty, offsetting years of development efforts.

Key country data	2019	2021	2022	trend
Real GDP growth (%)	3.2	3.4	-45	
GDP per capita (USD)	3,691	4,742	2,480	
Poverty rate at USD 5.5 a day (%)	2.5	1.8	20	
Inflation (%)	4	10	20	
Foreign Direct Investment (% of GDP)	3	2.4	0	

Source: Implications of the war in Ukraine on Europe and Central Asia, UN Development Coordinator Office, Europe and Central Asia, July 2022

During the first months of the war, ILO work in Ukraine focused on humanitarian assistance, wherever it could complement the efforts of other UN agencies. As a result, emergency repurposing for a total of USD 1.3 million was completed and delivered – mostly for shelter for refugees provided by Ukrainian and Moldovan trade unions (17,500 bed nights) and for awareness-raising campaigns to prevent human

trafficking and labour exploitation (reached out to 1.2 million Ukrainians fleeing from the war so far).

Support in the coming months will need to focus on humanitarian needs, economic stabilization, and the preservation of jobs as all areas are critical, depending on the geographical areas of intervention in Ukraine. Following prior consultations with Ukrainian constituents the ILO has identified six priority areas for interventions including (1) Humanitarian aid, (2) Inclusion of refugees in labour markets and education, (3) Income support, (4) Economic stabilization and job preservation measures in safe regions of Ukraine, (5) Support for priority reforms of the Ukrainian Government (labour law, E Learning), (6) Support to trade unions and employers. For more details see the [website on ILO's response to the Ukraine crisis](#).

The cost of these priority interventions can partly be covered by the reprogramming of the current ILO development cooperation (DC) portfolio amounting to USD 13 million. Additional funding will be needed.

What do we offer?

The proposed interventions aim to enhance the overall stability and contribute to a peaceful and resilient society through covering all pillars of decent work in Ukraine from employment to social protection, rights at work, and social dialogue. The interventions are guided by the ILO's Employment and Decent Work for Peace and Resilience Recommendation (No. 205) that suggests adopting a *phased, multi-track approach*. It includes the provision of immediate results in terms of income and livelihood creation, and working on longer term policy and institutional support. The modular service offer of the ILO includes:

- ▶ **Employment intensive investment approaches**
- ▶ **Prevention of labour exploitation and human trafficking** of displaced populations
- ▶ **Local Employment Partnerships:** Increased income and livelihood opportunities in local communities and resilient enterprises
- ▶ **Digital Technical Vocational Education and Training (TVET)** and adult training programmes
- ▶ **Recovery and growth of Small and Medium Enterprises (SME)** and jobs in key economic sectors
- ▶ **Formalization of enterprises and employment**
- ▶ Enhancing **women's access to labour market**
- ▶ Rebuilding a **sustainable and shock-resilient social protection system**
- ▶ Integrating international **labour rights in the early recovery**
- ▶ Enhancing the **role of the Ukrainian Employers and Workers Organisations** to better serve their members during the war and beyond

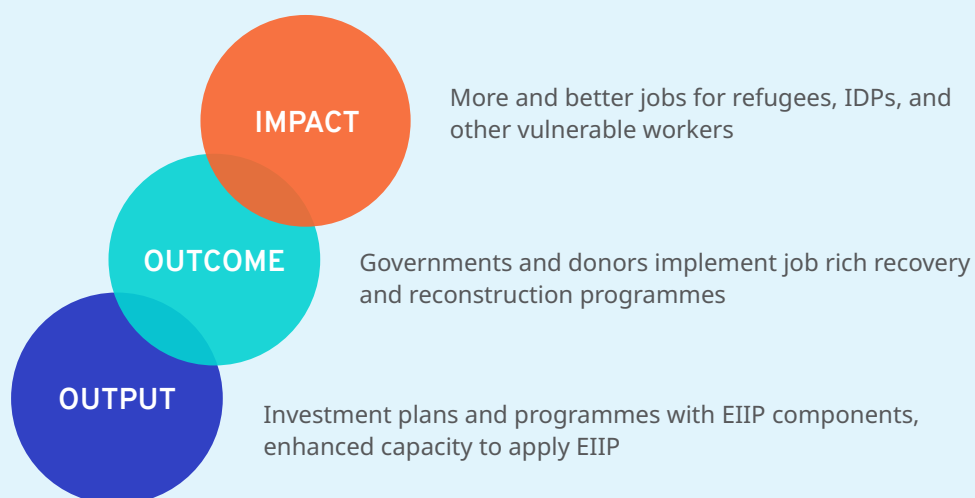
Why work with us?

The ILO has been working in Central and Eastern Europe for more than 25 years through a hub in Budapest. This hub provides advisory services to 18 countries in the region with a focus on the Western Balkans, Moldova, and Ukraine. The ILO team for the region currently has 75 staff members and administers a budget of USD 40 million.

The ILO is a member of the United Nations Country Team in Ukraine, and its work is aligned with the United Nations Partnership Framework (UNPF) for Ukraine 2018–2022 that prioritizes economic growth, employment, governance, and social protection as areas of strong ILO expertise, and assigned a lead role to the ILO in coordinating the UN's work on employment creation. The ILO has well-established and trustful relationships with the Ukrainian government, the labour market institutions, and social partners since Ukraine's independence.

The ILO is the custodian of key international conventions addressing decent employment, social protection, social dialogue, and rights at work. Beside the ILO's normative role, it has a long experience in providing technical assistance to governments and social partners. The ILO is currently implementing over 750 technical assistance projects worldwide, worth USD 563 million. This experience also includes the delivery of assistance to countries affected by wars and conflicts¹ ensuring that all initiatives are conflict-sensitive and contribute to peace.

Kyiv, Budapest, Geneva, October 2022



► MEASURES OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
• Emergency employment programmes implemented for IDPs, returnees and vulnerable groups	No. of jobs created through emergency employment programmes that ensure social and environmental safeguards	None	5,000 temporary jobs by mid-2024
Longer- term:			
• Reconstruction programmes in Ukraine integrate employment intensive investment approaches	No. of additional jobs created ensuring social and environmental safeguards as well as emphasis	None	To be determined based on the size of the programme
• Public employment programme formulated for Ukraine	Public employment programmes include environmental and social safeguards to protect workers	None	Formulated by the end of 2023
Funds required: USD 10,000,000 for the emergency employment programme USD 2,000,000 technical assistance of the reconstruction programmes USD 1,000,000 for the design and process to create a public employment programme		Funds estimated to be available: None as of now	

2 TECHNICAL SERVICE OFFER OF THE ILO

Employment Intensive Investment Programmes for a job rich recovery

The rationale

History shows that Employment Intensive Investment Programmes (EIIP) have often been used as a response to war, natural disaster, or to economic shocks. **The ILO has engaged with emergency employment programmes and public works** throughout its 100-year history² to address poverty, unemployment and a lack of adequate local infrastructure and services. Different approaches have been adopted over time, but the principle has remained the same: Generate jobs and increase income through gender and peace-responsive public works in different sectors, with a focus to improve infrastructure and the environment that will have a longer-term developmental effect.

EIIP can support i) the design, implementation and assessment of Emergency and Public Employment Programmes to provide immediate and direct jobs in countries like Moldova or in the western part of Ukraine and ii) increase the employment impacts of reconstruction programmes in infrastructure (and the environment). Employment can be created through various activities in infrastructure, community and social works and environmental works. The programmes could help to provide income support to refugees, internally displaced people and returnees while supporting the provision of basic goods, services and infrastructure as well as improving skills and building resilience.

The ILO can thus provide technical assistance to develop strategies and capacity for employment-intensive investment approaches, both for public and sectoral investment programmes as well as for public employment programmes. Technical assistance could include assessing the employment potential of reconstruction programmes, introducing employment-intensive approaches, designing employment intensive and public employment programmes, reviewing procurement processes, developing technical guidelines, capacity building and promoting gender equality and social inclusion (GESI) through community participation and involvement.

Theory of change

If during the immediate response and longer-term recovery and reconstruction phases, the ILO provides policy advice, technical guidance, and training for the design, implementation of emergency employment and reconstruction and public employment programmes and introduces, demonstrates and integrates inclusive and gender responsive employment-intensive investment approaches in the process,

...then national ministries, local government authorities and donors will be able to ensure an inclusive response and recovery that has an increased impact on the creation of more and better jobs for vulnerable groups through infrastructure, community and environmental works,

...which will lead to better employment outcomes for internally displaced people, refugees, returnees and other vulnerable individuals and a reduction of the negative impacts of the war on their livelihoods and will directly contribute to recovery and reconstruction.

IMPACT

Ukrainian refugees and migrant workers become 'agents of change' and are less vulnerable to forced labour and trafficking in persons

OUTCOME

- Workers, employers and civil society are empowered to engage and adopt solutions to prevent, identify and tackle forced labour
- Improved policy framework and its enforcement to prevent and address forced labour, and ensure access to justice for victims
- Partnerships and knowledge sharing among governments in Europe, workers and employers' organizations and Alliance 8.7 partners

OUTPUT

Protection of Ukrainian migrants and refugees victims; set up of effective labour inspection systems, and referral services; data generation and partnership creation



Protecting refugees and migrant workers from trafficking and promoting their fair recruitment

The rationale

The Russian aggression of Ukraine has caused a humanitarian crisis. As of September 2022, an estimated **6,9 million people are displaced within Ukraine and 7,5 million persons³ have crossed the border** and sought refuge abroad, many of them in neighbouring countries including the EU. Among those, 4 million have registered for temporary protection or similar national protection schemes in 34 countries across Europe⁴.

In an assessment of the socio-economic impact of the war on Ukraine and its neighbouring countries, the ILO highlighted its deleterious effects on jobs, with an [estimated 2.4 million jobs already destroyed](#). The report also underlined significant labour market integration challenges in neighbouring countries such as Poland, Romania, Hungary and Moldova.

The scale and **scope of the displacements (internal in Ukraine and external) created risks of trafficking in persons (TIP) and labour exploitation**. The lack of comprehensive data on TIP and labour exploitation, despite snapshot surveys being conducted, presents a challenge. While initially a strong focus was on sexual exploitation, the current focus is increasingly switching to labour exploitation as displaced people's financial reserves dwindle and the economic forecasts become gloomier. Anecdotal evidence as well as data collected through focus groups suggest issues in the private recruitment sector as well as industries where informality adds to the layer of already heightened risks. This represents a breeding ground for coercive and deceptive practices in employment. The ILO 2022 forced labour global estimates report recalls that migrant workers are much more vulnerable to forced labour and abusive working conditions.⁵

Several trade unions, civil society and intergovernmental organisations have warned on the need to urgently implement actions – in Ukraine and the destination countries of Ukrainian refugees – to [prevent forced labour and trafficking in persons](#) fleeing the war, [protect victims who have already been tricked and provide them with access to remedies](#). Sectors particularly at risk of exploitation include domestic work, services and agriculture.

This *service offer* will address risks of forced labour and other fundamental principles and rights at work (FPRW) and promote fair recruitment of all workers **both in Ukraine and in selected countries of destination of Ukrainian migrants (i.e. Moldova and two other countries of destination which will be identified during the inception phase)**. The Offer is an integral part of the [ILO 8.7 Accelerator Lab initiative](#) which serves to concentrate and prioritize the ILO contributions to the overall achievement of the SDG 8.7 target, in order to accelerate progress in decreasing the prevalence of child labour and forced labour. It will also build on the learnings and knowledge produced by the [ILO Fair Recruitment Initiative](#).

Theory of Change

If Ukrainian migrant workers and refugees, particularly those vulnerable to forced labour are aware of their rights and have access to protection services and remedies, **and if** trade unions and employers have better understanding and capacities to prevent, address and remediate abuses,

If the Government of Ukraine and key European countries of destination have increased understanding and capacity to prevent, and address forced labour and unfair recruitment, and capacity to prevent, and address forced labour and unfair

MEASURE OF PERFORMANCE

Results	Performance indicators	Baseline (2023)	Target (2026)
RESULT 1: Workers, employers, their organizations, business sector as well as communities are empowered to engage and adopt solutions to prevent, identify and tackle forced labour and child labour	% of vulnerable individuals targeted by interventions with improved knowledge	0	75%
	% of private sector /trade unions reporting a better understanding of forced labour issues and fair recruitment processes	0	75%
	No. of victims targeted for support by workers organizations and relevant CSOs (disaggregated by gender, age) (short term)	0	TBD
	No. of workers' organizations/CSOs with new or expanded services to promote, support and advance prevention of forced labour, including fair recruitment (short term)	0	TBD
RESULT 2: Improved policy framework and its enforcement to prevent and address forced labour, and ensure access to justice for victims	No. of laws, regulations, policies, action plans or strategies addressing the root causes of forced labour introduced or amended	0	TBD
	% of labour inspectors enforcing the legal framework with an improved capacity	0	TBD
	No. of mechanisms/systems/innovative services on prevention, protection and remediation set up/provided to enforce institutional and legal framework (short term)	0	TBD
	No. of institutional stakeholders consulted to promote legal and policy improvements (short term)	0	TBD
RESULT 3: Partnerships and knowledge sharing among governments in Europe, workers and employers' organizations and Alliance 8.7 partners to reduce forced labour and other fundamental rights violations and promote fair recruitment practices	No. of new regional policy actions, research and partnerships initiated thanks to the regional supported activities	0	TBD
	No. of research tools or mapping developed and piloted (short term)	0	TBD
	No. of promotional initiatives undertaken with several partners (short term)	0	TBD
Funds required: USD 5 million on 4 years (2023–2026)	Funds estimated to be available DC Multi Partner Fund of 8.7 Accelerator Lab as seed funding (USD 80.000)		

recruitment, and if social partners advocate for change in legislation, policies, or enforcement mechanisms,

If the national, regional, and international partners have improved knowledge, capacities, data on forced labour situation in Ukraine and main countries of destination, as well as unfair recruitment drivers and solutions, **and if** regional and global partnerships are created to promptly address challenges leading to forced labour of Ukrainians,

...then people in forced labour are rescued and protected (short-term), and **then** further exploitation is prevented, including through access to new fair recruitment processes (mid-term),

...then Ukrainian migrants and refugees' victims of forced labour are identified by labour inspections and referred to appropriate services (short-term), and **then** further exploitation is prevented through improved legal, policy or enforcement frameworks (mid-term),

...then Ukrainian and relevant European countries take timely and evidenced based action against forced labour and unfair recruitment (short-term), and further exploitation is prevented and lead to a safer reintegration through an effective network of partners (mid-term),

... which will **lead to** Ukrainian refugees and migrant workers becoming 'agents of change' and being less vulnerable to trafficking in persons and forced labour, including unfair recruitment.

In the short term, victims of forced labour are rescued and protected in the long term exploitation is prevented and reintegration is promoted.



► MEASURE OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
More jobs and income opportunities immediately available for vulnerable population categories	Working hours losses due to the conflict	2021-22	2023-24 Less than 10%
Medium-term:			
Increased resilience of enterprises, labour market institutions and other value chains stakeholders	Level of employment (by sex) Level of employment (by sector, by sex) Labour underutilization, (by sex and age)		90% of Q4-2021 2025-26 Comparable to Q4-2019, with population adjst. Comparable to Q4-2019, (with population adjst.) for men; 2% reduction for women
Funds required (including no of work months): USD 18,000,000		Funds estimated to be available: USD 1,150,000 DC (Danish Gov, GIZ, and SIDA)	

Local Employment Partnerships: Increased income and livelihood opportunities in local communities and resilient enterprises

The rationale

The war in Ukraine has caused the forced displacement of over one-third of the country's population.⁶ Businesses of all scales from the most affected areas have relocated to western Ukraine or have partially or completely ceased operations. Businesses that remain open operate in a highly disrupted environment⁷, working through broken value chains, severed export/import connections and end markets. Moreover, businesses lack capital and workforce, the latter due to displacement and military conscription. According to surveys, refugees' plans with respect to their possible return to Ukraine vary significantly, depending on their region of origin, the time elapsed since displacement, and their current host country ([UNHCR, 12 July 2022](#)), but some are already returning. Over 1 million war veterans, of whom more than 250,000 are 20 to 40 years of age (Ministry of Veteran Affairs, July 2022), aspire to re-integrate civilian and productive lives as soon as possible. Forcibly displaced persons, as well as other vulnerable population categories have pressing labour market integration needs as they strive to minimise the negative impacts of the war on their livelihoods. Women (44 per cent of the labour force in 2021) constitute the overwhelming majority of refugees and forcibly displaced people of working age.

Within this context, the ILO can provide guidance and support to local institutions, enterprises and communities in selected geographic areas toward the maximization of job creation and entrepreneurship opportunities, particularly in given supply chains and sectors. Before the war, ILO-supported Local Employment Partnerships (LEPs) at local level (i.e. Rivne and Kherson) played an important role in facilitating collaboration among local institutions, employers, and other stakeholders around local interventions that addressed pressing labour market challenges⁸. Since the beginning of the war, the ILO has carried out additional analysis to identify high potential sectors that can create more productive jobs and support income and livelihoods of vulnerable people, including by increasing the local content of humanitarian aid and recovery efforts, and by emphasizing local sourcing of manufactured goods and services. With ILO's technical guidance, local job creation programmes (comprising of reskilling, redeployment, matching, mobility schemes, and other tailored interventions) can be implemented by a variety of stakeholders.

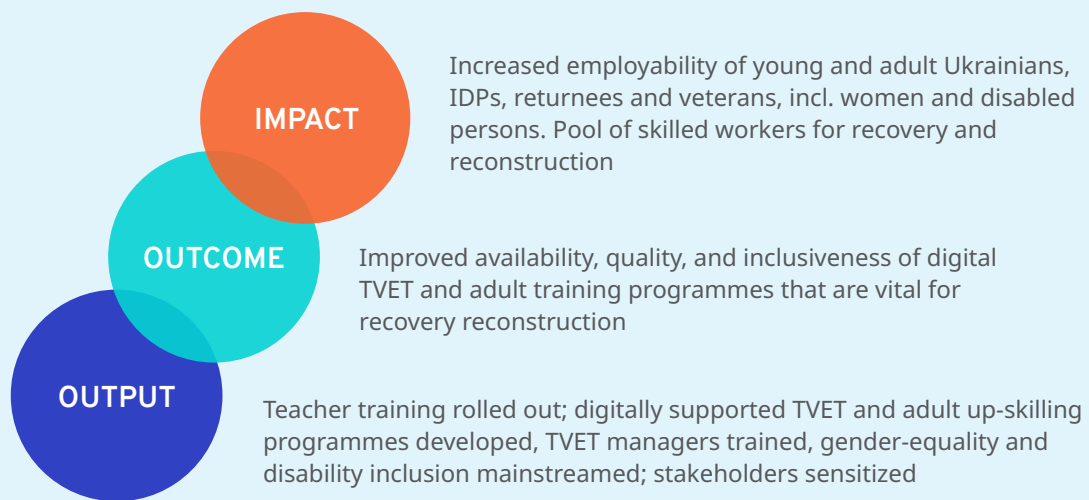
Theory of change

If the ILO provides conflict sensitive⁹ technical advisory services and direct financial support for the design and implementation of local employment partnerships, market systems and value chain development initiatives, and other localised and sector-specific approaches to job creation,

...then institutions, local government authorities, businesses, social partners, and other value chain stakeholders will be able to maximise employment and job creation opportunities in the local communities,

...which will lead to better livelihoods and reduced risk of poverty for Internally Displaced Persons (IDPs), returnees, war veterans, and other vulnerable individuals during the emergency and in the early stages of recovery and reconstruction.

Given the risk that the response and recovery may inadvertently undermine social cohesion, conflict-sensitivity will be key. It will be essential to identify possible conflict drivers and implement interventions in a way that do not exacerbate or create grievances (for example, through inequalities in support distribution), and which gives particular attention to the needs of vulnerable groups.



► MEASURE OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
Digital TVET offer increased for young people	No. of digital training programmes developed in nationally recognized occupations	2022: 13 done with the support of ILO	2023: 5 more 2024: 10 more 2025: 15 more Total: 20 more
Short & mid-term:			
Digitally supported training programmes available for adult learners in support of reconstruction and recovery	No. of digital training programmes developed in nationally recognized occupations	2022: 1 done with the support of ILO	2023: 5 more 2024: 10 more 2025: 15 more Total: 20 more
Mid-term:			
TVET providers have mainstreamed digitally supported training and inclusive approaches in their operations	No. of TVET providers adopted digital and inclusive training strategies	2022: 0 supported by ILO	2023: 5 2024: 15 2025: 30 Total: 50
Funds required (including no of work months): USD 3,000,000		Funds estimated to be available: USD 230,000 DC (Danish Gov and RBTC)	

TVET and professional training for IDPs and refugees

The rationale

Russia's war against Ukraine caused a major rupture of education, including vocational training in Ukraine. As of 13th August 2022, 14 Technical Vocational Education and Training (TVET) schools were completely destroyed and 69 damaged¹⁰. In the first half of 2022, TVET was carried out either completely in remote mode (18 oblasts) or in blended modality (7 oblasts).

A prolonged interruption of TVET (which already suffered disruptions during the Covid 19 pandemic) will put the professional future of current and new student cohorts in peril. In addition, there is a need for adult re-training and upskilling to support Ukraine's emergency reconstruction and the demand for qualified professionals to support mid- and long-term recovery is projected to rise steeply. Emergency and long-term reconstruction efforts will need to **actively include women in non-stereotypical professions and attending strategic gender-specific needs** (e.g., care responsibilities), as **well as to include war veterans and people with disabilities**.

E-learning and blended learning modalities are the logical choice of learning delivery. They can reach-out to Ukrainian learners wherever they are: in their place of origin, internally displaced or currently living abroad.

Since 2020, the ILO supports the Ministry of Education and Science of Ukraine in the delivery of digitally supported TVET. This includes **teacher training, the development of interactive multi-media learning units and the design of a national e-Learning platform for TVET**, through which TVET is currently provided in e-Learning and blended modality. At present, ILO is developing digital learning materials for ten occupations and increasing the outreach of the e-Learning platform.

To ensure that all 240,000 TVET students can continue to learn in the present situation and to support the **re-training and upskilling of adults**, an urgent expansion and a country-wide roll-out of digital TVET is needed. In order to quickly generate the needed skills, it is an imperative to meet the **emergency-related skills needs for rapid reconstruction**, digital ad-hoc adult learning, including the recognition of prior learning (RPL).

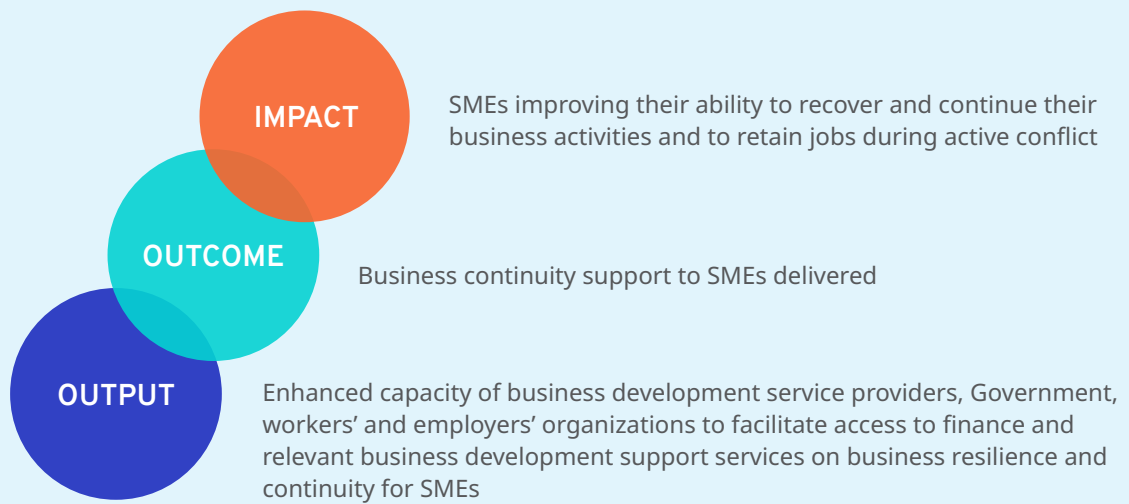
This proposal is a response to the direct request of the Ministry of Education and Science and aims at rolling-out digitally supported training opportunities for young and adult learners, to respond to the skills and learning needs in the current emergency situation and to support inclusive and human-centred recovery and social cohesion after the war¹¹.

Theory of change

If ILO supports the development of ad-hoc training and upskilling solutions for reconstruction, provides technical assistance for teacher training roll-out and digitalised TVET and adult training programs, capacitates TVET managers to have know-how in addressing gender and disability equality,

...then, the continuity and delivery of inclusive and quality digital TVET delivery will be enhanced, in particular in sectors and occupations that are vital for recovery and reconstruction,

...which will lead to increased employability among young and adult IDPs and returnees, women, war veterans, people with disabilities and other disadvantaged groups, as well as to a larger pool of skilled workers in occupations that are needed for recovery, reconstruction and social cohesion.



Accelerating inclusive recovery and growth of SMEs and jobs in key economic sectors

The rationale

Because of the war enterprises of all scales from the most affected areas have relocated to western Ukraine or have partially or completely ceased operations. Enterprises that remain open operate in a highly disrupted environment¹², working through broken value chains, severed export/import connections and end markets. Moreover, enterprises lack capital and workforce, the latter due to displacement and military conscription.

Within this context, the ILO can provide guidance and support to accelerate the inclusive recovery and growth of Small and Medium Enterprises (SMEs) and the jobs they provide. The ILO would build on existing partnerships with business development service providers formed through the Danida-funded project 'Inclusive Labour Markets for Job Creation in Ukraine' before the war. Since the beginning of the war, the ILO has carried out additional analysis to identify high potential sectors that can create decent jobs for vulnerable individuals at risk of labour market exclusion.

The ILO proposes a two-pronged strategy in alignment with the Government's Ukraine Recovery Plan to support SMEs:

1. Immediate support to survival and recovery of small and medium-sized enterprises (SMEs), through combinations of financial and business development support services. The objective is to achieve continuity of business activities and jobs during active conflict.

2. Support for sustainable SME recovery and growth through interventions in the business environment, selected value chains and support functions with the objective of sustainable growth and job creation with special attention to youth, women and IDPs and individuals in regions heavily affected by the war.

Interventions will be based on

- ▶ Macro/meso: SME policy analysis (possibly in partnership with the OECD) and tripartite consultations for an enabling environment including transition to enterprise formality;
- ▶ Meso: strengthening value chain linkages and access to markets for SMEs;
- ▶ Meso/micro: strengthening the capacity of business development service providers and social partners to offer training, mentoring, and coaching on entrepreneurship, productivity, lean management, and working conditions, business formalization, as well as business resilience (possibly in partnership with McKinsey and Company).

The objective is to set SMEs in key sectors on a pathway toward sustainable growth and decent job creation.

Theory of change

If the ILO supports the Government, workers' and employers' organizations and service providers in the immediate crisis context to **facilitate easier and quicker access to financial and business development support services for SMEs,**

...then relevant institutions and social partners will be able to offer business continuity support

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
SMEs and their workers have knowledge and capacity to recover and continue their business activities	Entrepreneurs access immediate financial relief (grants or soft loans) to keep their businesses afloat (short-term outcome/micro level)	0 (2022)	200 SMEs (2023)
Medium-term:			
Social partners, value chain actors and other key stakeholders provide services and implement measures to facilitate the recovery and growth of SMEs	Service providers in the private and public sector offer quality services to support recovery and resilience increasing productivity , with particular emphasis on women-, youth-led and informal enterprises (medium-term outcome /meso level)	0 (2022)	20 service providers Reaching out to 1 000 SMEs (2027)
	Government and social partners address barriers to SME growth and job creation in the business environment, taking into account the distinctive barriers faced by women-, youth-led and informal enterprises. (medium-term outcome/macro level)	0 (2022)	At least 3 measures introduced (2027)
	Key market actors support the re-building of disrupted value chains to support market access and growth of SMEs – especially women-led, youth-led and informal enterprises – in selected sectors (medium-term outcome/meso)	0 (2022)	6 (2027)
	Government, social partners and sectorial bodies in selected sectors address key productivity, competitiveness and decent work barriers and promote a productivity ecosystem for decent work for all, especially taking into account the needs of women-, youth-led and informal enterprises. (medium-term outcome/meso-macro level)	0 (2022)	At least 2 measures introduced (2027)
Funds required (including no of work months): USD 10,000,000		Funds estimated to be available: None as of now	

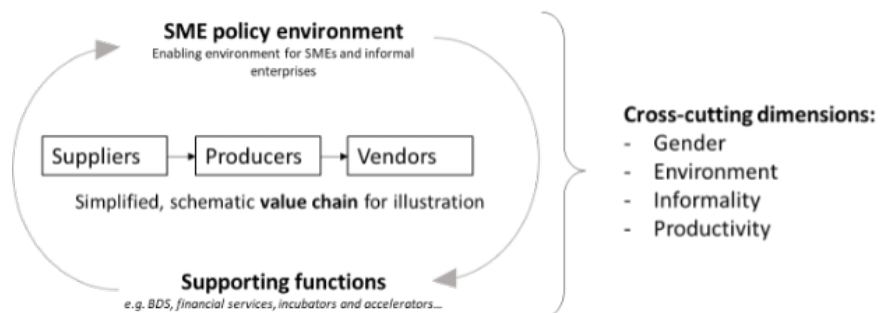
If furthermore, during the recovery and reconstruction the ILO **identifies and addresses underlying reasons why SME's struggle to survive and retain jobs with interventions at micro, meso- and macro level** and,

If such **interventions are based on information generated through evidence-based analysis** of the business environment, selected value chains, and supporting functions while also taking into account **barriers and opportunities associated with gender, environment, formalization, and productivity**,

...then the Government, social partners, value chain actors and other key stakeholders will **provide effective services to facilitate the recovery and growth** of SMEs offering more and better jobs.

Underpinnings of the proposed roadmap for inclusive and sustainable SME recovery and growth

- ▶ Three layers make up the systems in which SMEs and their workers operate: the SME policy environment, the value chain, and supporting functions. Barriers to sustainable SME recovery and growth can persist across these three layers.
- ▶ Gender and environmental dynamics, informality, and productivity shape the system. As cross-cutting dimensions, they can be part of the barriers and are important to consider for any solution



- ▶ Many barriers to inclusive and sustainable SME recovery and growth are deep rooted, others are evolving. The analysis therefore only provides a snapshot and starting point for the interventions. Close monitoring and adaptation will be necessary.



► MEASURE OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
A pilot program to formalize enterprises and workers designed	Integrated measures tested in 2 sectors	No data since the war	By the end of year 1
	A selected number of enterprises and their workers formalized		
Medium-term:			
Successful elements of the pilot scaled up nationally	At least 3 policies including selected measures in the areas of enterprise formalization, registration of workers, and social security	None	By the end of year 3
Funds required (including no of work months): USD 4,000,000		Funds estimated to be available: USD 200,000	

Formalisation of enterprises and jobs

The rationale

In 2021, the size of the shadow economy reached 50% of the GDP,¹³ and there were 3 million informal workers. In the current situation of war, many enterprises, in particular Small and Medium Enterprises (SMEs), are struggling to keep afloat, which makes them and/or their employees more prone to informality. Moreover, lack of formal employment opportunities will lead Internally Displaced Peoples (IDPs), returnees, and war veterans to engage in informal employment to provide for themselves and their families.

Aiming to help enterprises to adjust to the volatile context and curb undeclared work, Law 5161 on Non-Standard Forms of Employment (NSFE) was adopted in July 2022. This law makes an attempt to formalize the NSFE, but with partial measures only (warning messages for registering informal workers instead of fines). Recently, the Ukrainian President has highlighted again the importance of formalization to building a strong State that can protect citizens, support the economy, and rebuild the country.

However, the suppression of the enforcement function of the labour inspection under martial law as well as government measures to deregulate the economy might be counterproductive concerning the objective of the transition to formality. Moreover, an integrated strategy to tackle informality and prevent further informalization of the economy is still lacking.

Within this context, the ILO can support the design and implementation of an integrated strategy to facilitate the transition of enterprises and workers to formality and to prevent the informalization of formal jobs during the reconstruction and recovery phase. Before the war, with the ILO's assistance, a National Action Plan to tackle undeclared work was developed and implemented. The national awareness-raising campaign "[GO TO LIGHT!](#)" was launched, which reached 5.7 million people, and a program to strengthen the State Labour Inspectorate (SLS) resulted in the regularization of almost 150,000 workers.

Theory of change

If during the recovery and reconstruction, the ILO improves the capacity of relevant institutions to implement targeted measures for the formalization of enterprises and workers, If it provides direct support to a selected number of enterprises to demonstrate how formalization can pay dividends in terms of peace and social cohesion, If it assists in the regulation of the labour market and monitoring of compliance with labour, social security and fiscal laws, and If the ILO pilots integrated interventions in key selected sectors effectively,

...then relevant institutions, government agencies and social partners will be able to launch temporary measures in the selected sectors to increase the benefits of formalization and make it easier and feasible to comply with the law,

...then workers and employers will be more inclined to formalize,

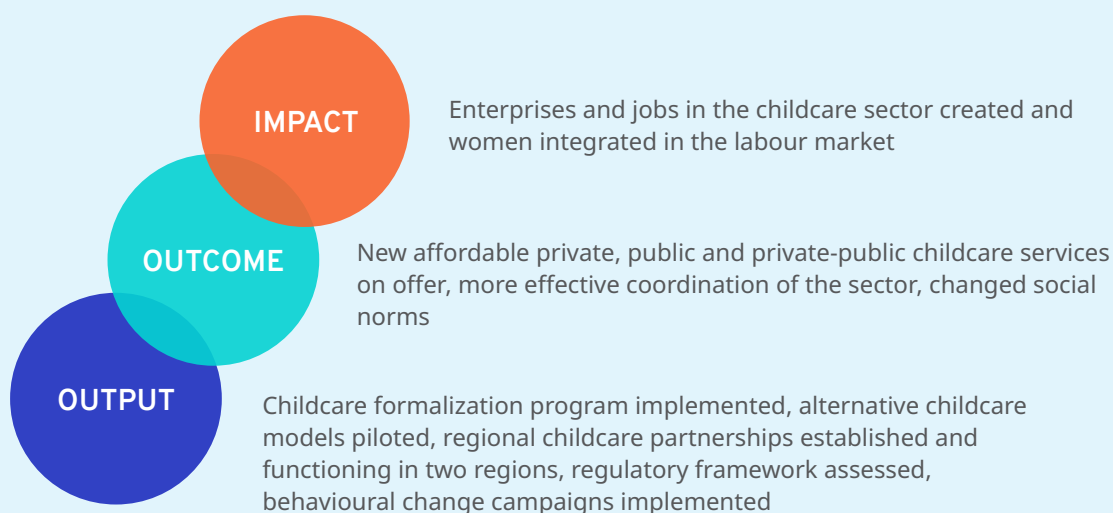
...then enterprises will access financial relief, bank loans and market opportunities in the formal economy, and

...then workers will have access to a better-regulated labour market and adequate labour and social protection,

...which will **lead to** the creation and retention of decent and adequately protected jobs, and sustainable, growth-oriented enterprises in the formal economy without unfair competition from informal companies.



Given the risk that the response and recovery may inadvertently undermine social cohesion, conflict-sensitivity will be key.¹⁴ In particular, it will be essential to identify possible conflict drivers¹⁵ and implement interventions in a way that does not exacerbate or create grievances (for example, through inequalities in support distribution), and which gives particular attention to the needs of vulnerable groups.



► MEASURE OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
Emergency childcare modalities for IDPs and returnees in the safer regions in place	No. of children receiving services	No data	By 2023: Number of children: 500
	No. of women of reproductive age working		By 2023: Number of women: 400
	No. of models piloted		By 2023: Number of models: 4
Medium-term:			
Expanded coverage of childcare services in selected regions	Regional childcare partnerships functioning	No updated data since the war broke out	By 2024: 2 regional partnerships
	No. of innovative modalities replicated		By 2024: 3 models replicated
	Formalization program scaled up		By 2024: Formalization program functioning in 2 regions
Funds required (including no of work months): USD 4,000,000		Funds estimated to be available: None as of now	

Provision of childcare services for IDPs, returnees and women workers

The rationale

Before the war, the lack of affordable childcare services limited female participation in the labour market as childcare responsibility was the principal reason that kept women out of the workplace.¹⁶ Since the beginning of the war, almost 800 kindergartens have been damaged or destroyed¹⁷ and many kindergartens serve as shelters for IDPs in the safer regions. Here, many of the 4.5 million internally displaced (IDP) women, who are in highly vulnerable circumstances, cannot return to work without accessible and affordable childcare services.

Thus, childcare services are in high demand, but the public or private offer is not sufficient. The provision of accessible, affordable and flexible childcare services would create direct jobs in the care economy and would enable millions of working-age women (and men) IDPs and returnees to engage in paid work. To help create these most needed opportunities, some key challenges must be urgently addressed: **insufficient public financing** and **coordination** between multiple actors, **lack of private affordable childcare services for low-income families**, increased market share by **informal providers** to cover the unmet demand, and **limited engagement of employers** to provide childcare for their workers.

The ILO has conducted a rapid **market systems analysis of the childcare sector in Ukraine** to respond to this urgent need. The ILO, through the implementation of its *5R Framework for Decent Care Work*¹⁸ is well placed to support Ukraine in the development of innovative modalities for the provision of childcare services adapted to the current circumstances (mobile childcare centres linked to labour-intensive programs, hiring of IDPs and returnees as nannies, setting up of worksite nurseries etc...) while building the foundations for the creation of a well-structured multi-actor childcare system in selected regions, once the war is over.

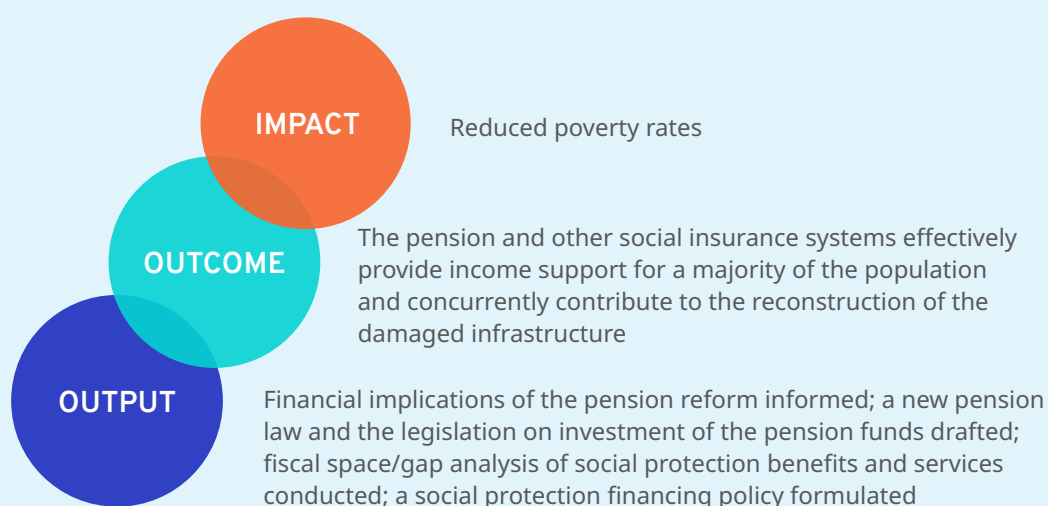
Theory of change

If, during the **humanitarian phase**, the ILO supports the development and implementation of a programme for the formalization of individual carers, and if it supports the pilot-testing of alternative modalities of affordable childcare services (e.g. social enterprises, cooperatives and social franchises), and **if** it strengthens the effectiveness and transparency of public-private partnership schemes, and if it engages with the private sector and workers' representatives to implement workplace solutions to meet childcare needs of workers of selected enterprises and,

If, during the **reconstruction phase**, the ILO supports the scaling up of the successful care models tested in safer regions with high numbers of IDPs, and **if** it supports the Ministries of Labour and Education, and Science and the regional governments to build multi-actor and multi-donor partnerships that invest in regional plans to expand coverage of quality and affordable childcare services, and **if** it launches campaigns to challenge traditional beliefs around childbearing,

...then the coverage of the childcare system will be expanded, formal jobs and enterprises will be created in the childcare sector, women with childcare responsibilities will be able to work, and labour productivity and corporate reputation of supporting enterprises will increase,

...which will lead to better employment outcomes for women and economic and social inclusion for their families, who will be able to fully contribute to building a more inclusive and resilient society.



► MEASURE OF PERFORMANCE

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (year)
Outcome			
Medium-term:			
Law on funded pension and accompanying regulations	Law adopted	ILO comments on the draft law requested (202 – on hold)	TBD
Long-term:			
Investment of the pension fund (amount, portfolio, return)	Investment in place	NA	3 years after the implementation
Self-reliance of social benefits and services financing (by gender, groups)	Self-reliance in place	Various donor support emergency cash transfers and other assistance	TBD
Funds required (including no of work months): USD 500,000		Funds estimated to be available: None as of now	

Rebuilding a sustainable and shock-resilient social protection system

The rationale

Social benefits are an important source of income for many Ukrainians since the outbreak of the war. The Ukrainian government has been making commendable efforts to continue the payment of pensions and other social benefits to the Ukrainian people. This included the introduction of new benefits for the several millions of internally displaced persons (IDPs) and a 40 per cent increase on all social benefits.

At the same time, international organizations are providing emergency cash assistance programmes. In the short-term these temporary humanitarian interventions are critical for the Ukrainian IDPs and refugees to meet their immediate needs. However, in the longer run, the country will face a huge task in rebuilding a sustainable and shock-resilient social protection system.

Ukraine's Recovery Plan Blueprint, prepared by the National Council for the Recovery of Ukraine from the Consequences of the War, defines the following general goals on social protection:¹⁹

Social support for the poor, and people in difficult life circumstances: Increased efficiency and a unified model of payments and other services,

Pension and social insurance: Improved transparency and efficiency stimulating national savings²⁰,

Financial policy in the social sphere: Transparency and completeness of financial planning for effective decision-making on social spending/assistance, alignment of social obligations of the state with its financial capabilities.

The ILO stands ready to support social protection in Ukraine based on a long track record in providing technical assistance in this area. Milestones from before the war were the ratification of the ILO Social Security (Minimum Standards) Convention, No. 102 by Ukraine in 2016; advising on payments of pensions and other social benefits to the residents of the territories in Eastern Ukraine annexed in 2014; support on bilateral social security agreements with neighbouring countries including Poland, Romania, Hungary, Czechia, and the Baltic countries; expertise on the proposed introduction of a mandatory funded pension pillar.²¹

Proposed areas of ILO technical assistance

Pension system

- ▶ Designing a pension formula which provides adequate benefit levels with improved transparency on contributions and pensions, while ensuring the minimum guarantees in compliance with ILO Convention 102.
- ▶ Developing an investment policy of the proposed funded pensions which seeks to achieve transparency as well as efficiency, and contributes to the reconstruction of Ukraine.
- ▶ Developing a pension financing strategy including the assessment of transition costs due to the introduction of the funded pillar.
- ▶ Supporting the government to effectively implement the existing social security agreements with the neighbouring countries receiving Ukrainians, and to conclude new agreements with other EU countries.



Financial policy of social protection benefits and services

- ▶ Assessing prospects of social protection financing based on the projection of the social protection expenditure and the fiscal space analysis under different assumptions on recovery scenarios.
- ▶ Developing a social protection financing policy with the objectives of finding a path from the humanitarian relief assistance to proper social protection benefits and services administered by the national social protection system.
- ▶ Solutions for covering funding gaps.

In addition, the ILO can also contribute to the following issues:

- ▶ Determining the level of the subsistence minimum under the national social protection floor (cf. ILO Recommendation R.102) and the method to adjust the level over time.
- ▶ Designing the eligibility criteria for social protection benefits which improve the targeting and minimize inclusion errors, while effectively reducing poverty and inequality.
- ▶ Improving the administrative efficiency and law compliance through a greater use of information and communication technologies.

Theory of change

If the ILO provides policy advice and technical guidance on the design and implementation of the pension and other social insurance systems which comply with the Social Security Minimum Standards Convention (No. 102), and **if** the ILO provides technical assistance in developing a social protection financing policy which also identifies the funding gaps that require external support during the transition period,

...then the government will be able to secure the resources which can be used for national reconstruction and identify the financial gaps which must rely on external assistance, social security institutions will be able to effectively implement the scheme in an effective and transparent manner, and social partners will be incentivised to comply with the new system while securing adequate income protection,

...which will lead to rebuilding a sustainable and shock-resilient social protection system that also contributes to and accelerates the recovery and reconstruction of Ukraine.



► MEASURE OF PERFORMANCE

Results	Performance indicators	Baseline (2023)	Target (2026)
Short-term:			
Labour Code draft that is in line with ILS and EU Acquis ready for submission to parliament	Draft labour code reflects ILO's technical comments	None	By end 2024
Mid-term:			
Labour Code in place	Labour Code adopted by Parliament	None	By 2026
Institutions capacitated to implement the new Labour Code	ILS Powerhouse functioning under the National Tripartite Social and Economic Council	None	By 2026
	Curriculum of the National School of judges offers training on ILS		
	Online repository of national reports on ILS is set up under the Office of the Ukraine's Human Rights Commissionaire for monitoring and reference.		
	Ministries, State Labour Inspectorate and social partners use the Legal Guide and are trained		
	Awareness raising campaign carried out		
Funds required: USD 1,200,000		Funds estimated to be available: USD 200,000	

Integrating international labour rights in the early recovery

The rationale

Since 2019, the Government has taken various initiatives to reform the outdated, 50-year-old Code of Labour Laws of Ukraine. The current Labour Code of Ukraine was adopted back in 1971, when the country was still part of the Soviet Union. A process of gradual amendment since Ukrainian independence has produced a mix of legal provisions which prevents coherent application. The fact that labour disputes rank third at Ukrainian courts (after contract and damage disputes) speaks for itself.

Several drafts circulated, but the new law is not yet a reality. The new “desovietization” law adopted in early 2022 puts more pressure on the Parliament to replace the Labour Code with a new legislation. The “EU candidate” status awarded to Ukraine in June 2022 further prompts legal reforms to transpose the EU acquis directly into Ukrainian labour legislation. At the same time, recent legal initiatives to amend the Labour Code under martial law raised concerns among the trade union movement for restricting the scope of application of labour law and International Labour Standards (ILS). Discussions of Government and social partners are needed to overcome the concerns that some recent changes might be perpetuated regardless of the martial law.

The labour law reform is a unique opportunity to contribute to the early recovery of Ukraine creating an environment where businesses can be rebuilt and thrive, and workers find decent job opportunities with social protection and labour rights safeguarded. The adoption of the new law will be followed by a critical period of adaptation into practice. ILO support on the ILS and EU Acquis will therefore be critical at both the drafting and the implementation stages of the new law.

If the ILO makes recommendations for improving labour and employment laws and practice, and if these recommendations are discussed in tripartite format and if the Government and Parliament address most of the recommendations in the new laws and if the ILO assists in the implementation and unitary enforcement of improved legislation,

...then a new Labour Code will be adopted that is in line with ILS and EU Acquis, followed by a critical period of adaptation into practice which will lead to harmonious and productive employment and industrial relations conducive to stricter observance of labour rights, better working conditions, and increased productivity.



► MEASURE OF PERFORMANCE

Results	Performance indicators (disaggregated)	Baseline (year)	Target (year)
Short-term:			
The EBMOs are equipped with new services that support business continuity and resilience	The new services are increasingly used by enterprises to be able to keep their operations up and running	2022 – 3 services	2023 – 3 additional new demand-driven
The EBMOs equipped with data about the needs and challenges of enterprises advocate for effective support measures	Evidence-based policy recommendations issued by the EBMOs are used to inform government decisions and support the most vulnerable enterprises and sectors	2022 – 0 policy papers	2023 – 3 policy papers/ analysis/research
The EBMOs enhance their participation in emergency aid projects	An increasing number of IDPs reached and an increasing number of domestic producers engaged in humanitarian aid projects	2022 – 3,500 IDPs reached	2023 – 10,000 IDPs
Short- and Medium-term:			
The EBMOs adopted strategies enabling them to diversify their services and strengthen their advocacy capacity to support enterprise recovery and growth	The new strategies improve the EBMO resilience, financial stability and entails an increase in membership	2022 – 0 strategies	2023–2024 – 3 strategies 2023–2025 – 10% increase in membership
	New demand-driven services are provided by the EBMOs to support enterprise recovery		2024–2025 – 6 new services developed or upgraded
	New enterprise surveys are conducted and policy papers produced to advocate for a business environment conducive to recovery and growth		2024–2025 – 6 new business surveys/policy papers/research
Funds required (including no of work months) USD 900,000		Funds estimated to be available (USD 100,000)	

Enhancing the role of the Ukrainian employers to better serve their members during the war and beyond

The rationale

The Russian Federation's aggression against Ukraine is causing widespread disruption to economic activity, large scale unemployment and declining incomes. The regions affected by the ongoing war are home to 30 per cent of Ukrainian companies which prior to the war accounted for more than 50 per cent of the country's GDP.²² As of the end of August 2022, about 40 per cent of enterprises had either discontinued their operations completely or were about to do so.²³ About 725 enterprises had relocated their operations to safer havens, of which 528 are reported to have resumed their activities.²⁴ However, the largest agricultural and metallurgical enterprises in the east, which make up a sizeable chunk of Ukrainian GDP, cannot relocate their production facilities and have ceased their operations.

Employer and business membership organizations (EBMOs) are playing a critical role in helping businesses navigate the upheaval by delivering services on-demand and harnessing the collective voice to inform government decisions. However, these economic impacts have directly affected EBMOs themselves, challenging their sustainability and requiring them to adjust their operations. Owing to the war, many members of these EBMOs are unable to pay their membership fees, meaning that the EBMOs are increasingly running out of funds for their work. The current income loss continues to deteriorate, with some EBMOs having been left without any income at all. If the war continues, the EBMOs fear that their future will become increasingly uncertain. Furthermore, the EBMOs voiced the need to further adapt their services as they are not able to satisfy the current requests of their members, which go far beyond their available areas of expertise. Enterprise survey data is equally needed for a more effective policy influence.

In the current circumstances, the ILO will focus primarily on improving the institutional resilience and transformation of the EBMOs. This will go hand in hand with assistance for the diversification of their service offer and strengthening their analytical capacity to address enterprise needs through evidence-based advocacy and effective social dialogue. Before the war, the ILO supported the EBMOs to improve their governance and management practices, boost service delivery and develop evidence-based positions. Although equipped with relatively good knowledge and the capacity to service their members, it goes without saying that the EBMOs cannot survive without income. With this in mind, after the outbreak of the war the ILO provided immediate one-off income support to ensure the continuity of EBMO activities. Additional support has enabled them to engage in providing emergency assistance to people in the most affected areas.²⁵

Theory of change

If the ILO provides technical support, guidance and training on institutional resilience and transformation, and if the ILO assists the EBMOs to further customise their service delivery to the specific needs of their members, including by engaging with their members in the provision of emergency aid to people affected by the war, and if the ILO strengthens their capacity for evidence-based policy advocacy and effective engagement in social dialogue,

...then the EBMOs will be better equipped to reset their strategies and revenue building models, while continuing to deliver value to their members in²⁶ times of crisis and beyond through relevant services and advocacy gains enabling enterprises to overcome challenges and recover,

...which will lead to sustainable and competitive enterprises that contribute to a resilient and inclusive recovery and reconstruction



► MEASURE OF PERFORMANCE

Results	Performance indicators (disaggregated)
Short-term:	
Trade unions better equipped to develop new services	No. of trainings carried out on enhanced services for workers
Trade unions better equipped to engage in social dialogue, including on resilience and building back better from the conflict	No. of trainings carried out on labour policy positions
Trade unions able to continue to provide shelter and food for IDPs	No. of IDPs provided with shelter and food (Cost: ca. USD 25 per IDP per night)
Medium-term:	
Trade unions develop new or enhance existing services, including services providing advice for IDPs on employment opportunities in the area they reside	No. of new or enhanced services trade unions made available for members and potential members, including IDPs
Trade unions better equipped to engage in social dialogue, including on resilience and building back better from the conflict	No. of policy and advocacy positions developed by unions and discussed at bipartite and/or tripartite level
	Workers voice in the discussion on rebuilding Ukraine: Trade union position paper on economic resilience and building back better from the conflict developed and discussed with the Government and Employers' Organizations
Funds required USD 900,000	Funds estimated to be available (USD 100,000)

Enhancing the role of the Ukrainian trade unions to better serve their members during the war and beyond

The rationale

The Federation of Trade Unions of Ukraine (FPU) is the biggest trade union in Ukraine. Before the outbreak of the war, it had over eight million members. The Confederation of Free Trade Unions of Ukraine (KVPU) is the second biggest national union, with significant membership in the mining and energy sectors as well as in railways.

The war in Ukraine has caused widespread disruption to economic activity, large scale unemployment and declining incomes. For the trade unions, the war has led to extraordinary challenges.

Trade union properties have been occupied and/or bombed, while the number of employed trade union members decreased by almost 40 per cent. Consequently the income from trade union dues has significantly fallen making it difficult to cover fixed costs of the trade unions such as rent, utilities, and salaries for staff.

Labour law changes during the martial law have further increased the challenges for the unions. Law No. 5371 (on the contractual regime for the regulation of employment relations) was adopted on 19 July 2022 aiming at a deregulation for Small and Medium Enterprises (SMEs). Under the law, no collective bargaining agreements can be concluded in companies with less than 250 workers. The implication of the law is that two thirds of employees in Ukraine will lose the protection they had under previous laws. It will make it harder for trade unions to remain relevant and provide services to workers in small and medium enterprises.

Despite these challenges the trade unions continue to work. Within the first week of the war, ILO initiated several projects to support Ukrainian and Moldovan trade union efforts to help refugees fleeing the fighting. Trade unions properties such as hotels and sanatoriums were quickly turned into refugee shelters. In addition to shelter, the trade unions provide necessities such as food, water, and sanitary provisions for refugees. The ILO contributed to trade union efforts to provide 100.000 bed-nights for IDPs in Ukraine.

With ILO support, trade unions can continue providing shelter for IDPs, delivering legal and other services for workers and engaging in social dialogue on labour law reform under and after martial law.

Theory of change

If the ILO provides support to trade unions relief efforts for IDPs, **and if** ILO strengthens the unions' capacity for evidence-based policy advocacy and effective engagement in social dialogue including on labour law reforms and re-building efforts, **and if** ILO provides guidance and training on enhancing trade union services for members,

...then the trade unions will be more relevant actors in society by assisting IDPs in Ukraine, and better equipped to emerge from the ongoing challenges stronger and more relevant for workers, with the ability to properly represent workers in social dialogue at national and sectoral levels in the context of recovery,

...which will lead to a democratization of the world of work in Ukraine and better working conditions, which in turn will make the Ukrainian labour market a central part of recovery.

ENDNOTES

- 1 For specific guidance see the list of ILO's normative and [practical guidance on decent work contributions to crisis response, peace, and resilience](#)
- 2 "[100 Years of Public Works in ILO, ILO Geneva, 2021](#)."
- 3 UNHCR data as of 13 September 2022.
- 4 UNHCR data as of 13 September 2022.
- 5 Council of Europe's Lanzarote [Committee](#) in its [Statement](#) on protecting children from sexual exploitation and sexual abuse resulting from the military aggression of the Russian Federation against Ukraine.
- 6 As of September 2022, 7 million people remain displaced in the relatively safer central and western regions of Ukraine (IDPs) and over 7.4 million have left the country, of whom, around 3.7 mio have registered for temporary protection schemes in Europe (including 2.2 million people of working age). <https://displacement.iom.int/reports/ukraine-internal-displacement-report-general-population-survey-round-8-17-23-august-2022-and-other-sources>.
- 7 Key constraints identified in Rapid assessment of the selected regions of Ukraine for potential interventions. ILO. May 2022.
- 8 This approach is in line with the Lugano's principles for Ukraine's recovery process, particularly principles 4 and 5.
- 9 ILO (2021), Peace and conflict analysis
- 10 [Overview of the current state \(August 13 2022\) Огляд поточного стану \(13 серпня 2022\).pdf - Google Drive](#)
- 11 Ways in which social cohesion can be promoted through TVET are outlined in the guide: ILO, 2021: [Promoting Social Cohesion and Peaceful Coexistence in Fragile Contexts through TVET. Guide for TVET practitioners](#); Guidance on how to carry out a peace and conflict analysis is provided in: ILO, 2021: [Peace and Conflict Analysis, Guidance for ILO's Programming in Fragile and Conflict-affected contexts](#).
- 12 Key constraints identified in Rapid assessment of the selected regions of Ukraine for potential interventions. ILO. May 2022.
- 13 Friedrich Schneider calculations, using the Multiple Indicators Multiple Causes (MIMIC)
- 14 Ways in which conflict-sensitivity and peace-responsiveness promoted in interventions to support the transition to formality are outlined in the guide: ILO, 2019: [Promoting transition to formality for peace and resilience](#)
- 15 Guidance on how to carry out a peace and conflict analysis is provided in: ILO, 2021: [Peace and Conflict Analysis, Guidance for ILO's Programming in Fragile and Conflict-affected contexts](#).
- 16 Pylypchuk, Anna. Grandma or Kindergarten - What Affects a Mother's Opportunity to Work?. Kyiv School of Economics. 2018
- 17 MESU Education is under threat (28 July 2022) [Освіта під загрозою (saveschools.in.ua)]
- 18 5R Framework for Decent Care Work: recognizing, reducing and redistributing unpaid housework and family care; rewarding care workers fairly, while generating sufficient care jobs to meet care needs; and representing care workers with rights, organization, voice and representation in decision-making, social dialogue and collective bargaining.
- 19 Draft Ukraine Recovery Plan. Materials of the "Social protection" working group
<https://www.urc2022.com/urc2022-recovery-plan>
- 20 A concrete proposal is the implementation of a mandatory funded pension to secure an increased level of protection for the retired workers (National Programme #15).
- 21 ILO (2019), Future of the Ukrainian Pension System: Adequacy, Coverage and Sustainability. https://www.ilo.org/budapest/what-we-do/publications/WCMS_735152/lang-en/index.htm
- 22 <https://www.kmu.gov.ua/en/news/intervyu-premyer-ministra-ukrayini-denisa-shmigalya-dlya-nv-4042022>
- 23 <https://business.dii.gov.ua/cases/novini/stan-ta-potrebi-biznesu-v-umovah-vijni-rezultati-opituvanna-v-lipni>
- 24 <https://me.gov.ua/News/Detail?lang=uk-UA&id=ed4229cc-8de2-43b2-a5aa-7a2eba0fa2e0&title=Relokatsiia-725-PidprimstvPereikhalivBezpechniRegioni>
- 25 https://www.ilo.org/budapest/whats-new/WCMS_854135/lang-en/index.htm

