

Interim Evaluation of the Project: Helping Protect Armenians' Rights Together (HPART)



Evaluation Contractor: Sistemas, Familia y Sociedad Ltd. (SFS)

Objective

The project aims to support greater compliance with labor law and increase access to judicial and non-judicial remedies in Armenia, through the following, interlinked Long-Term Outcomes (LTOs):

- **LTO 1:** Improved systems in the appropriate government institutions for enforcing and promoting labor laws and standards in the mining and services sectors.
- **LTO 2:** Increased access to judicial and non-judicial remedies related to labor laws and standards.
- **LTO 3:** Active participation of social partners in the promotion of compliance and access to remedies.

The project is piloting its model and tools within the mining and services sectors.

[Click HERE to see the Evaluation Report](#)



Period of Performance:
Nov 2020 – May 2024



Funding:
\$2,000,000



Implementer:
International Labor Organization (ILO)



Partner Institutions:

- Health and Labor Inspection Body (HLIB)
- Ministry of Labor and Social Affairs (MLSA)
- Confederation of Trade Unions of Armenia (CTUA)
- Republican Union of Employers of Armenia (RUEA)
- Sectoral associations and unions
- Academy of Justice

Interim Evaluation Conclusions

Relevance

- **The project design aligns** with both social partners' and government **mandates**.
- **The project is consistent** with the Government's **digitization agenda**.
- **MLSA** officials appreciate the **alternative dispute resolution (ADR)** component.
- **The project adapted** well to an evolving **context**.

Effectiveness

- **Models and frameworks were developed** under LTO 1, however **implementation stalled** due to internal review processes. The design of an electronic case management system (**ECMS**) is **pending**.
- **Capacity building** (LTO 2) has generated enthusiasm and improved learning. However, the **institutional level of adopted change remains unclear**.
- **LTO 3** (participation of social partners) has **progressed least**, and **differences between the Government of Armenia (GOA) and RUEA** has slowed down progress.
- **Gender** has not mainstreamed into the project strategies and activities.
- **Strategies** have been implemented **for managing risks**.

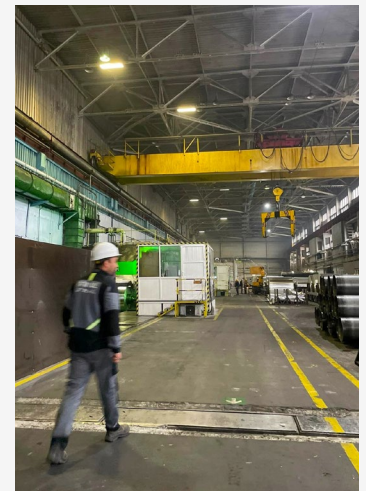


Photo Credit: Gayane Dajunts

Efficiency

- **Expenditures** appear appropriate and balanced.
- Recently began **tracking actual versus outcome costs** for planning purposes.

Impact

- **Increased MLSA ownership** over the ADR, and in mapping HLIB workflows for the ECMS.
- **Law governing HLIB** not specific to labor and the **labor inspection system, are not fully aligned with international labor standards (ILS)**.

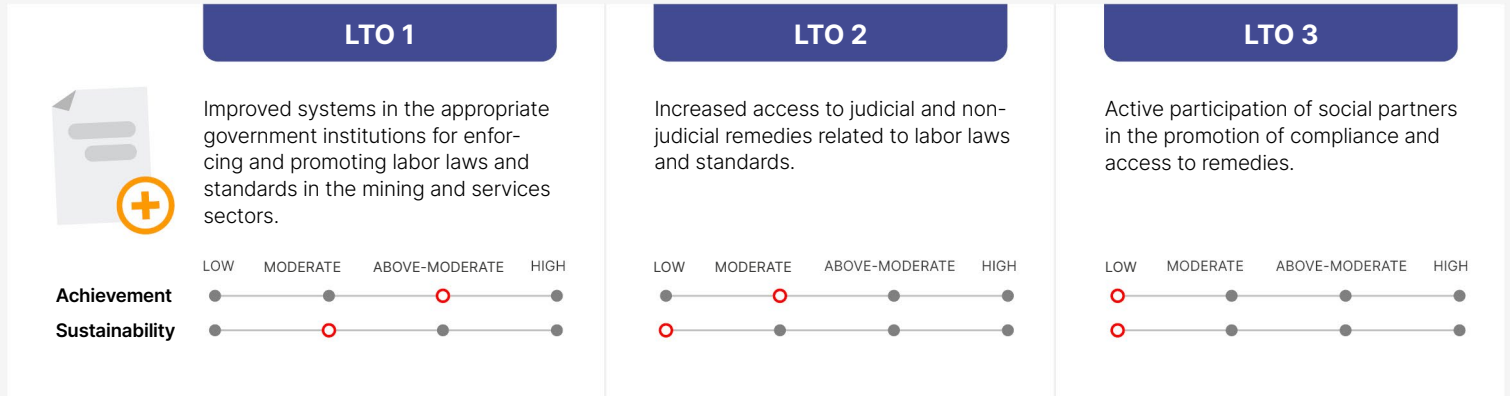
Sustainability

- The **Sustainability plan** identifies potential risks and strategies for supporting sustained outcomes.
- Outputs under LTO 1 are likely to be sustainable, but **the long-term sustainability of the project outcomes remains unclear**.

"It can take 3 to 5 years to institutionalize ECMS." - ILO Official



✓ Achievements and Sustainability



“The ILO project helps to disclose the realities of the problems in this field. The project provides the opportunity for the social partners to do so, it gives us a good basis for correctly using our capacity and finding solutions to the problems we identify.”

- Trade union representative

Promising Practices (PP)

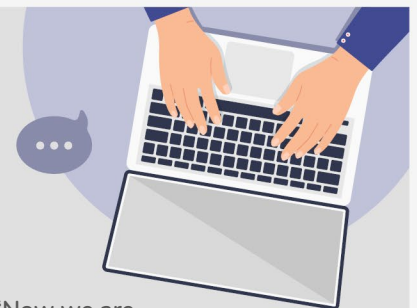
- **Expanding membership of the Project Advisory Committee (PAC) and changing quorum rules** is an adequate strategy to continue project activities and counter low trust between social partners and the Government.
- **Using indicators** during training can act as a means for the social partners **to collectively define and explore the meaning of a standard for labor protection. This helps** facilitate effective learning and promote agency mandates.
- **Focusing on both mining and service sectors contributes to tripartite partners' application of their respective mandates and** improves greater organizational learning.

Lessons Learned (LL)

- While online capacity building events may be effective in contributing toward individual learning, **in-person events are vital for engaging in advocacy and building buy-in to institutional change.**
- **Significant time and resources are needed for developing and institutionalizing ECMS.** Greater clarity on both the process and end outcomes can better facilitate communication and expectations.
- **Passing the Labor Code (LC) and ensuring its conformity with ILS is paramount.** The larger legislative framework is vital for long-term sustainability.
- **Developing partnerships and coordinating** with other relevant projects is vital, particularly where similar objectives and activities are shared (e.g., European Consortium).


















Photo Credit: ILO

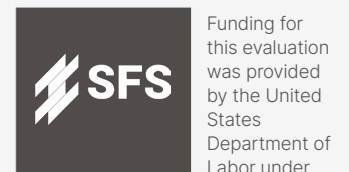
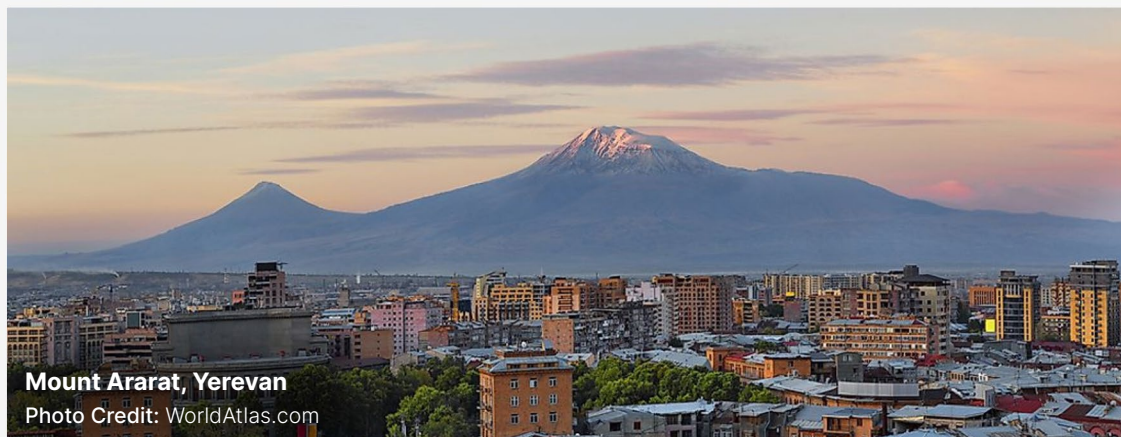


“Now we are working out the digital platform for e-labor which ... in the 21st century is very important. This platform will have a strategic meaning for us.”

- HLIB representative

Recommendations

For USDOL, US Embassy in Yerevan, and the ILO		USDOL	ILO	GOA	US Embassy in Yerevan
1	Discuss various aspects of labor protection to arrive at a consensus-driven view, and to possibly strategize on shared advocacy objectives.	 USDOL	 ILO		 US Embassy in Yerevan
2	Consider a coordinated advocacy strategy to address shortcomings in the Labor Code and to push for its approval into law.	 USDOL	 ILO		 US Embassy in Yerevan
For USDOL and the ILO Project Team		USDOL	ILO	GOA	US Embassy in Yerevan
3	Gain clarity and agreement on the nature of all deliverables by the end of the project, particularly concerning the ECMS and its sustainability.	 USDOL	 ILO		
For the ILO Project Team		USDOL	ILO	GOA	US Embassy in Yerevan
4	Develop a gender strategy for the project that may serve as a living document for reflection and revision.		 ILO		
5	Consider whether the project may develop its approach to a gender strategy further by addressing other kinds of discriminatory attitudes within the workplace, such as toward certain ethnic minorities.		 ILO		
6	Consider deepening exchanges and consultation with the wider UN system to develop more comprehensive and complementary programs and projects that directly contribute toward the implementation of the UN Sustainable Development Cooperation Framework (UNSDCF).		 ILO		
7	Strive for greater integration of the project LTOs, particularly within the context of capacity building events and PAC meetings, to enable greater awareness and understanding of stakeholder involvement in an overall programmatic effort.		 ILO		
8	Determine ways to further contextualize training through the identification of more relevant examples.		 ILO		
For the Government of Armenia (GOA)		USDOL	ILO	GOA	US Embassy in Yerevan
9	Ensure ILS is adopted in the Labor Code, particularly with regards to labor inspectors' unannounced access to workplaces for inspection and move it forward in the review process.			 GOA	
10	Instead of the Law on Inspection Bodies, consider developing a new and separate law specific to the labor inspection body as a specific labor inspection agency that includes social partners as members of the Management Board.			 GOA	



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