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Armenia Social Protection Systems Strengthening Project
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USAID Armenia Social Protection Systems Strengthening Project
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FY08 Annual Report

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LIST OF ACRONYMS

AmCham	American Chamber of Commerce
BRIDGE	Building Resources in Democracy, Governance and Elections
CBA	Central Bank of Armenia
CIS	Commonwealth of Independent States
CoP	Chief Of Party
EOP	End of Project
EU	European Union
FBA	Family Benefit Allowance
FSDP	Financial Sector Deepening Project
GDP	Gross Domestic Product
GOAM	Government of Armenia
IALI	International Association of Labor Inspectorates
IBP	International Best Practice
ILCS	Independent Living Conditions Survey
ILO	International Labor Organization
LFS	Labor Force Survey
LI	Labor Inspectorate
MDG	Millennium Development Goals
MIS	Management Information System
MLSI	Ministry of Labor and Social Issues
MTA	Ministry of Territorial Affairs
MTED	Ministry of Trade and Economic Development
NGO	Nongovernmental Organization
NILSR	National Institute for Labor and Social Research
NSS	National Statistical Service
PARNAS	Personal Account Registration, Numbering and Analysis System
PRSP	Poverty Reduction Strategy Paper
PWG	Pension Reform Working Group
RA	Republic of Armenia
RFP	Request for Proposals
SESA	State Employment Service Agency
SIF	Social Insurance Fund
SLI	State Labor Inspectorate
SME	Small and Medium-sized Enterprises
SMEC	Socio-Medical Examination Commission
SOE	State-Owned Enterprise
SPSS	Social Protection System Strengthening
SSC	Social Security Card
SSIF	State Social Insurance Fund
STS	State Tax Service
TOR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
USAID	United States Agency for International Development
WB	World Bank

I. EXECUTIVE SUMMARY

During Year 2 of the USAID Social Protection Systems Strengthening (SPSS) Project, FY08, the Team made substantial progress in all major components. The SPSS Project helped the Government to refine a pension reform program that will provide old-age support for the poorest and for the working class, to increase the efficiency of employment services, to improve occupational safety and labor regulations and enforcement, and to strengthen social services through greater reliance on public-private partnerships involving NGOs. In addition to achieving the objective of enhanced social protection, Project activities also promote USAID's democracy & governance objectives by making social services more responsible to people's needs, by creating mechanisms for public-private dialogue during the policy formulation process for communities served by programs and for businesses required to pay taxes and comply with regulations, and by including NGOs into the service delivery process. The Project Team has followed a market-based approach in all activities, ensuring not only that social programs serve those in need but also promoting sustainable incentives for economic growth and job creation."

Each of SPSS' four components has made significant progress towards improving social protection systems in Armenia in FY08. **In Component One:** a sustainable social system is being established by GOAM through the incorporation of a multi-pillar pension system. Component One continued to support the counterparts in developing a detailed pension reform program reflecting all available data. The support consists of policy analysis, economic and demographic modeling, legislative drafting and administrative support. The principal activities addressed the needs of MLSI and the Pension Reform Working Group (PWG) convened by the Government of Armenia (GOAM).

In Component Two: the SPSS project solidified its plan to strengthen employment relations in Armenia in 2008. Component Two contributed to MLSI Employment Strategy working group meetings, provided comments on the draft version of the employment strategy; developed the chapter on the baseline analysis incorporated into the employment strategy; and provided necessary technical support as well as translations for the employment strategy. The component team met with MLSI and SESA to draft 2009 work plan objectives and discuss expectations. The developed Performance Measures Manual was presented to SESA high-level staff and accepted for piloting in two pilot employment offices. Component Two also completed Job Search training for 51 employment centers' staff and SESA leadership. The results from the Employer Focus group, (created within the Employer Relations training measuring employers' views on SESA's role and image) were provided to MLSI. Software was developed and provided to SESA for Employer survey data input. Comments and suggestions on the draft of the Employer Survey Report were also provided.

In 2008, Renovations and office equipment orders were finalized for three model offices. Nine proposals were received for the Social Enterprise Development tendering process, of which two applicants met SPSS Committee and negotiations on budget and a project proposal were initiated. Based on the contract with Arminco signed by SPSS and NORC, 42 SESA offices were connected to the integrated network for the interim period before the World Bank funded corporate network begins operations.

In Component Three: Occupational safety and labor Protection in Armenia improved with particular progress in high-risk industries. One important achievement for the Component during this quarter is the adoption of "Technical Regulation on Minimum Requirements for Construction and Operation of Gas Stations" by GOAM. The adopted regulation is largely based on draft regulations, prepared by SPSS Project STTA in February 2008. The creation of Occupational Safety and Health norms, delivered to MLSI and SLI the Irish General Application Regulations, provides Occupational Safety and Health norms for 15 hazardous work activities and areas and will serve as a model for other similar activities in Armenia.

Another important achievement in FY2008 is an elaboration of an action plan for introducing a “risk-based” analytical planning and enforcement system at SLI. The action plan is a benchmarking step towards labor inspectorate modernization and sets forth the necessary steps to implement risk-based enforcement. The action plan also provides recommendations for linkages between the health care system, SMEC, SSSS databases and SLI.

Other achievements for this Component during this quarter include the piloting of the Access database in conjunction with “Nork” Center in two regional SLI offices. SPSS also did a two day presentation on occupational safety inspection procedures and SLI reforms for 25 labor inspectors as part of their state funded training at NILSR.

In Component Four: Progress was made towards improving social assistance to vulnerable populations. In order to establish social work as a sought after profession, training and reference materials for para-professional social workers was provided and their training needs were assessed to ensure their ability to conduct their job duties. Component Four and crosscutting technical teams produced and delivered on almost all milestones proposed in the Work Plan for Fiscal year 2008. Continued support was offered to different departments of MLSI in support of the upcoming strategic paper including the social safety net.

Each of these four components contain the following eight **crosscutting activities**: information; education; communication and public relations; policy; regulatory and legislative drafting; IT and administrative design; IT and other commodity procurement; anti-corruption initiatives; gender; monitoring and evaluation (M&E); sustainability strategies; and grants management.

The project has simultaneously established working relationships with a number of other relevant agencies and working groups, including the Government Pension Reforms Working Group (PWG), the Central Bank of Armenia (CBA), the National Institute for Labor and Social Research (NILSR) of MLSI, the NORK Information-Analytical Center of MLSI, the State Employment Services Administration (SESA) of MLSI, the State Labor Inspectorate (SLI) of MLSI, the National Statistics Service (NSS), the Ministry of Economy (ME), the Ministry of Territorial Administration (MTA) and a large number of NGO partners.

Over the course of the second project year, SPSS has laid a successful foundation for accomplishing U.S. Foreign Assistance Goals and the objectives of USAID, providing for improved and sustainable social systems within Armenia, and is looking forward to continued success in coming years. Progress toward larger project goals and objectives is moving in a positive direction. FY2008 has been an active year with a high level of technical advising in all components. As this second project year brought the highest expected number of proposals for change, implementation will become the focus of the project in the final year of the base period. In FY2009, we will see fewer proposed changes and a deepening of the chosen policy options.

II. INTRODUCTION

Situated on the southern Caucasus with long closed borders to Turkey and Azerbaijan, and shorter open borders to Georgia and Iran, Armenia is at a perpetual crossroads of international interest. The U.S. Foreign Assistance objective in Armenia supports mutual vital interests of both countries. As a strong economy and a transparent democracy, Armenia’s stability is critical for its integration into the community of nations. Like most transitioning states, Armenia’s market-driven, democratically run profile is beginning to emerge, but many challenges remain, especially poverty and unemployment. In this context, U.S. Foreign Assistance objectives seek to strengthen Armenia’s social protection system in order to move Armenia and its citizens away from dependence on humanitarian assistance. The Country-Level Foreign Assistance Framework “encourages the adoption of conducive social policies and

deepening of the capabilities of key social institutions, which includes establishing the relative roles of public and private sector in service delivery“.¹

The 2004-2008 USAID Strategic Plan for Armenia is ending. It was during this strategic planning period that the USAID Social Protection System Strengthening Project (SPSS) was conceived and launched. In 2004, Armenia was just emerging from more than a decade of economic, political, and natural disasters that seriously complicated its transition from communism. During 2004-2008, Armenia experienced economic growth, developed some aspects of a market economy and showed significant progress across all sectors. Included in this progress are the systemic gains fostered by the USAID’s Armenia Social Transition Project (SPSS’ predecessor), and the first two years of SPSS activity.

The purpose of the SPSS project is to improve social protection systems in Armenia and, at the same time, increase opportunities for self-reliance and reduce citizens’ dependence on public support to meet basic needs. To achieve these goals, SPSS provides technical assistance in four key social protection areas: (1) Social insurance, (2) Employment services, (3) Occupational safety and labor code, and (4) Social assistance programs for vulnerable populations. This report documents the progress that SPSS has made over its second contract year (FY08). This report reflects on project activity from 1 October 2007 to 30 September 2008.

A new strategic planning period is about to begin. The *USAID/Armenia Strategy Paper on Programmatic Directions for 2009-2013* sets forth the primary expected results and overarching strategies corresponding to the U.S. Government’s objectives for Governing Justly and Democratically, Investing in People, and Economic Growth, and the Peace and Reconciliation Processes. The overall goal is: “Sustainable development through increased competitiveness, higher quality social services and a more empowered civil society”.² The SPSS Team consists of six long-term expatriate advisors and 22 local advisors. SPSS’ primary counterpart is the Ministry of Labor and Social Issues (MLSI). The Team has also engaged a number of local organizations, which will be critical for the sustainability of Project activities.

The SPSS Project marks the conclusion of its preceding social transition project and the end of a series of USAID-funded humanitarian assistance projects. SPSS builds upon stronger political and economic stability and seeks to strengthen Armenia’s internal capacity in order to provide for its most vulnerable citizens. Its purpose is to improve the social protection systems in Armenia, which are designed by and for Armenian. This project will reduce Armenian citizens’ dependence on public support in meeting their basic needs. USAID recognizes that sound and reliable social protection is essential to stable democracy and to a market-based economy. In order to achieve these goals, SPSS provides technical assistance and support for capacity-building training, limited commodities, and public education to select public and private sector entities. SPSS strengthens the systems of four key social protection areas: Social insurance; Employment services; Occupational safety and labor code; and Social assistance programs for vulnerable populations.

The USAID Armenia Social Protection Systems Strengthening (SPSS) Project aims to improve public and private social protection systems in Armenia and, at the same time, increase opportunities for self-reliance thereby reducing dependence on public support to meet citizens’ basic needs. Although the ultimate objective of the Project is self-reliance, Armenia’s chronically high poverty rates along with the government’s persistent social assistance administrative failures underscores an ongoing need for affordable and sustainable social assistance and for insurance programs that target the most vulnerable. With this in mind, SPSS supports the Ministry of Labor and Social Issues’ (MLSI)

¹ Country-Level Foreign Assistance Framework, U.S. Department of State, June 2006

² <http://www.usaid.am/upload/file/USAIDArmenia2009-2013StrategyENGLISH.pdf>

efforts to refine social insurance systems and to build capacity in order to strengthen its assistance benefits. SPSS also concentrates on developing sustainable mechanisms such as social contracting between public and private sector entities so that the needs of vulnerable populations may be addressed. In order to stimulate increased participation in Armenia's emerging market economy, SPSS contributes to improving employment and labor services, and aims to establish an efficient and solvent pension program. Furthermore, by focusing on effecting systemic changes in key Government of Armenia (GOAM) social protection programs, SPSS also advances USAID/Armenia's democracy-building and anti-corruption goals through it developing more transparent, accountable, and responsive public institutions.

The U.S. Foreign Assistance objective in Armenia is designed to support the mutual vital interests of the U.S. and Armenia, in which a strong economy and transparent democracy are critical for Armenia's stability as well as its integration into the community of nations. Like most transitioning states, Armenia's market-driven, democratically run profile is beginning to emerge. In this context, U.S. social protection Foreign Assistance objectives are specific to strengthening the systems that invest in its people and support economic growth, which will ultimately move Armenia away from dependence on humanitarian assistance

The Social Protection System Strengthening Project (SPSS) caps a series of humanitarian assistance projects and a predecessor social transition project. The project builds upon relative political and economic stability and is intended to strengthen Armenia's internal capacity to provide for the needs of its most vulnerable citizens. The purpose of SPSS is to improve social protection systems in Armenia and, at the same time, increase opportunities for self-reliance and reduce citizens' dependence on public support to meet their basic needs. To achieve these goals, SPSS provides technical assistance and support for capacity-building training, commodities, and public education to select public and private sector entities. SPSS targets four key social protection areas:

- Component One: Social insurance
- Component Two: Employment services
- Component Three: Occupational safety and labor code
- Component Four: Social assistance programs for vulnerable populations

The MLSI is the primary counterpart in the four components of this project. The project has established a close working relationship with the MLSI and its departments and agencies: the State Social Security Service (SSSS), the National Labor and Social Research Institute (NILSR), the State Employment Services Administration (SESA) and the State Labor Inspectorate (SLI). A cooperation framework for the year 2008, which incorporated the MLSI's work plan, was adopted by the project and the MLSI after ongoing discussions. The framework changes as principal MLSI concerns and USAID resources and priorities change. The Project has also established relationships with other affected agencies and working bodies, including the Government's Pension Working Group (PWG). The PWG was reformed after the White Paper was submitted to GOAM and was reborn as the inter-agency group responsible for the following: implementation, the National Assembly (NA), the Ministry of Territorial Administration (MTA), the Ministry of Economy (ME), the National statistical Service (NSS), the Central Bank of Armenia (CBA), the community of nongovernmental organizations (NGOs), as well as local government units where NGO programs pertaining to SPSS are operating.

These components are supported by the following crosscutting activities: information, education, communication and public relations; policy, regulatory, and legislative drafting and promotion; IT and administrative design; IT and other commodity procurement; anti-corruption initiatives; gender; monitoring and evaluation (M&E); sustainability strategies; and grants management.

In the USAID/Armenia Foreign Assistance Operational Plan, SPSS activities fall under Investing in People and Economic Growth spanning the following Program Elements: Policies, Regulations and Systems (3.3.1), Social Services (3.3.2), Social Assistance (3.3.3) and Workforce Development (4.6.3). To improve its capacity for Investing in People, SPSS is enhancing the overall Government capacity to address the needs of vulnerable populations through the development and implementation of innovative mechanisms including social contracting with non-governmental organizations (NGOs). To promote Economic Growth, SPSS is strengthening the Armenian Government's ability to restructure Armenia's labor market; increasing Government competency in mapping labor skills demand and supply, and developing mechanisms to link demand and supply in order to improve job placement services in the public and private sectors; and assisting the newly created State Labor Inspectorate (SLI) to develop the framework for and implement workplace safety programs as well as establish transparent procedures and protocols for ensuring compliance and enforcement of the Labor Code.

The purpose of this report is to present SPSS' progress toward Project goals and USAID/Armenia's Foreign Assistance objectives. This report documents the progress of the United States Agency for International Development (USAID) Armenia Social Protection System Strengthening (SPSS) Project for the fiscal year (FY) 2008, the second project year in the base period of contract number 111-C-00-06-00067-00. The report presents the accomplishments of each component in FY08, and includes results for crosscutting activities.

III. OVERVIEW OF FY08 RESULTS

A. Component 1: Social Insurance

Overall Goal

The goal of Component One is to assist the Government of Armenia (GOAM) in developing a sustainable and adequate social insurance program. SPSS is working to strengthen the GOAM's ability to design, refine and/or reform, based on international standards and best practices (ISBPs), Armenia's social insurance system. As part of this effort, the team's goals include economic analysis, institutional advice, training and legislative drafting.

Expected results for the end of the base period (3 years):

- MLSI will have analyzed, refined and documented the eligibility requirements and value of social insurance benefits (other than pensions) based on the refined and/or new criteria (e.g., new consumer basket if adopted), and will have submitted the new criteria and benefits formulae to the GOAM for approval.
- MLSI will have developed professional public outreach and education capabilities, with mechanisms to inform and to solicit public opinion about GOAM social insurance programs as well as mechanisms enabling the GOAM to respond effectively to public concerns.

Expected results for the end of project (5 years):

- The GOAM will have completed design of its overall pension reform strategy (complete with action plan and timetable for multi-pillar reforms) and will have drafted and promoted legislation relevant to the adopted reform strategy (3 year action plan for years 1-3 of SPSS, 2 year action plan for years 4-5).

- Employer and employee knowledge of pension reforms increased by 75% by year 3 and 100% by year 5.
- Policy and legislative gaps relevant to the Social Security Card (SSC) (e.g., privacy issues, corruption, etc.) identified, and appropriate corrective policies and legislation drafted and promoted among lawmakers and the public.
- PARNAS will be evaluated, refined as necessary, and implemented in a consistent, transparent manner nation-wide, resulting in 80% employer compliance with PARNAS reporting (by Year 3), and 95% at end of project (EOP)

Counterparts

The Team has four counterparts in Component One. MLSI is the overall counterpart for this project and has a pension department. MLSI also has an affiliated research institute, the National Institute of Labor and Social Research (Institute). The Team has established a working relationship with the MLSI staff in the pension department, with whom it has discussed the work plan and the details of its deliverables.

The Team's second counterpart is the GOAM Pension Reform Working Group (PWG). The GOAM has appointed a Chairman, Simon Ghonaghchyan Head of Economic Policy Department, GOAM. The coordinator of the PWG Astghik Mirzakhanyan and several of its staff members are employees of the Central Bank of Armenia. The PWG includes representatives from the MLSI, Ministry of Finance, Ministry of Trade and Economic Development, and the State Social Insurance Fund. International donor agencies such as the IMF, the World Bank and USAID also participate in PWG discussions. Staff from USAID Financial Sector Deepening Project (FSDP) project is also represented. The Team has assisted the PWG in a number of endeavors, including analysis of different proposed parametric changes to the social insurance system and drafting documents to be used in making PWG presentations.

The Team's third counterpart is the State Social Insurance Fund, SSIF. The fourth counterpart is the Ministry of Trade and Economic Development, which is engaged in economic reform generally and has a particular interest in the implementation of pension reform, especially in the use of technological methods and e-government in the reformed pension system.

FY08 Results

Major accomplishments and highlights in Component One in FY08 include:

- Recommendations and action plan for reform path was submitted, and pension reform policy concept was approved by PWG/GOAM.
- The PWG was formally disbanded and replaced by a Pension Reform Implementation Working Group (PRIWG). GOAM has designated MLSI as the principal implementation agency for pension reform. Planning for implementation of pension reform was continued with several deliverables to the MLSI and the PRIWG. In particular, several sub-groups of the PRIWG started to work. One group convened by the head of the NORK Center has started to develop terms of reference for a new personified recordkeeping system. SPSS experts provided feedback to that group. The major SPSS concern is that business process planning precedes development of detailed specifications. NILSR staff began also using the pension model.
- A report on study-tour results and findings was delivered to MLSI and participants.
- Final fiscal and actuarial calculations were produced.

- A Final report was drafted on establishing a multi-pillar pension system with solid quantitative analysis to support draft legislation and discussion with financial institutions.
- The current pension administration business process was assessed and recommendations were provided and confirmed by middle managers. Policies incorporating recommendations on improving current pension administration were also adopted.
- SPSS continued modeling activities to assist MLSI to examine and differentiate among pension reform options in order to produce its own proposals. The SPSS team continued analysis of the different data used in the various pension models, including the SPSS statistical model, the PRSP and PROST. SPSS provided a series of calculations to MLSI reflecting additional scenarios proposed by MLSI. Assistance to the Pension Reform Working Group (PWG) at the Central Bank of Armenia (CBA) also continued intensively.
- Recommendations on policy and institutional structure were made for other social insurance programs. Four laws are anticipated by the GOAM draft implementation program: The 1) Law on Personified Record Keeping System; 2) Law on Basic Pensions; 3) Law on Unified Tax; and 4) Law on Fully Funded Pensions. The Law on Fully Funded Pensions (Second pillar) is to be the principal responsibility of MoF. A working group established by the MoF requested SPSS assistance in drafting.

Opportunities and Challenges for FY09

Armenia has a great opportunity to reform an outdated and unsustainable social insurance system. Reform has political momentum and leading politicians recognize the need to reform the social insurance system. Reform implementation is both an opportunity and a challenge in the social insurance realm. The reform plan meets important needs of Armenia's citizens, but many things can go wrong if it is not well implemented. GOAM is ill prepared to assign adequate time, resources and skills to the reform. It will face the challenge to balance the needs of vulnerable populations with the attention that will go to the new mandatory funded pension. Personnel with high aspirations operate the management information systems. Although this highlights an opportunity, the personnel also lack advanced planning and implementation skills, which presents formidable challenges. SPSS has the opportunity to influence the pension reform design and assist with implementation during the life of the project.

B. Component 2: Employment Services

Overall Goal

Component Two aims to strengthen ongoing modernization of the employment sector by emphasizing employer relations, targeting vulnerable populations and restructuring administrative functions for more program delivery. The Team is working to increase GOAM competency in mapping labor skills demand and supply, develop mechanisms and processes for linking demand and supply, and improve job placement services both in the public and private sectors.

Expected results for the end of the base period (3 years):

- Increased numbers of employers will recruit successfully through SESA branch offices (Increase of 25% by Year 3 and 50% by EOP, baseline TBD at beginning of project).

Expected results for the end of project (5 years):

- The SESA will have a strong private sector orientation with enhanced capacity to identify and analyze labor market and employment trends, forecast labor needs, exchange information on job opportunities rapidly among different regions, and understand the impact of labor policies and

regulations on unemployment. (Contractor will propose appropriate indicators to measure this result by end of base period and at EOP).

- SESA branch offices and headquarters will be network through operational automated data exchange. This will permit the rapid, effective sharing of information on labor needs and supply. (Contractor will propose appropriate targets for this result by end of base period and at EOP.)

Counterparts

The primary counterpart for this Component is the State Employment Services Agency (SESA). The team has created a strong and supportive partnership with which to introduce flexible skills and career training opportunities with several programs targeting vocational training to vulnerable populations, such as youth, long-term unemployed and disabled. There has been a primary focus on adjustments to the body of laws and regulations by using a participatory process to promote inclusion of local beneficiaries. Additionally, the team has made an effort to engage other local organizations and as a result, it now has strong support from local NGOs and business representatives. Labor Market Information research capacity is being enhanced through the improvement of labor market information dissemination that stresses employer demand. This will help ensure that reforms are sustainable beyond the life of the SPSS project. The SPSS team has also established a working relationship with relevant Ministry counterparts. The team works closely with other USAID projects, such as CHF, CAPS, LGIII, and Mission Armenia, and relevant EU donor projects including Swedish and German donors.

FY08 Results

Major accomplishments and highlights in Component Two in FY08 include:

- Draft National Strategic Employment Action Plan was submitted to government and incorporated into a larger social protection strategy. Comments on the draft version of the Employment Strategy were provided.
- A Performance Measures Manual was introduced and two pilot employment offices were oriented for testing the performance indicators over three months.
- Recommendations for improving job matching and program design were accepted. Relevant social partners became actively involved in the introduction of these new procedures.
- Several pilot offices improved client-counseling techniques.
- Renovations and office equipment orders were finalized for three model offices.
- Employment centers developed 41 Employer Relations action plans.
- The capacity built on job fairs led to inclusion of regional job fairs into SESA's 2009 budget.
- Job Search Trainings using a customized manual were implemented for 10 Yerevan Employment Centers and SESA representatives.
- Based on the contract signed with Arminco, 42 SESA offices were connected to the integrated network as a preliminary step toward nationwide use of the GORTS job bank.
- Recommendations for outsourcing SESA services, and methods for rolling out agreed with stakeholders and utilization begun.
- IT hardware and software installed to up-grade SESA's IT system in cooperation with World Bank. Software was developed and provided for processing SESA Employer Survey results in order to use the data for demand forecasting.
- Model office procedures/function design were presented and adopted for three model service offices.

- New labor market model was developed to improve forecasting and analysis of the job market. Recommendations were provided on improving SESA and the content and process of the NSS labor market.
- Tender and audit processes were implemented.
- Recommendations for revising performance monitoring and evaluation system adopted and piloted and will be applied to all SESA centers.
- RFP and selection completed for two vocational guidance and/or job (re)trainings for vulnerable populations.

Opportunities and Challenges for FY09

The newly introduced employment Strategy creates opportunities. It calls for legislative changes and make the active labor market measure options more flexible. This will allow these to be selected in order to suit divergent local labor market conditions in line with European Union standards. The employment strategy also calls for systematic performance monitoring of the employment service system. FY08 technical assistance from SPSS effectively positions SESA to expand active measures and to conduct performance monitoring. While SESA has been seriously under-funded historically, progress in performance monitoring suggests there is an opportunity to better present the budget case. Major challenges continue to face the application of human resources to newly prioritized activities. Without connectivity, SESA is unable to exchange internal job vacancy data, establish self-service capacity for job seekers, or maintain performance data.

C. Component 3: Occupational Safety and Labor Code

Overall Goal

Component Three aims to assist the newly established State Labor Inspectorate (SLI) to develop the framework for and implement workplace safety programs based on international occupational safety standards and norms, and establish transparent procedures and protocols for ensuring compliance and enforcement of the Labor Code. The Component Three team is working to coordinate at the Ministry level to reinforce and harmonize Armenia's achievement of its ILO Strategy for 2007-2011. This includes raising awareness of health and safety issues in the private sector, streamlining and improving the public administration concerned with these issues within the Government of Armenia, and enabling effective policymaking that does not place a crushing burden on businesses.

Expected results for the end of the base period (3 years):

- The basic rights of all Armenian workers are protected, with mechanisms in place to identify, sanction, and eliminate unsafe and unfair labor practices, and to ensure that working conditions meet acceptable international standards.
- A new functioning hotline that records complaints made about the LI is a transparent mechanism developed to investigate and report on resolution of complaints.
- LI issues regular reports (at least annually over LOP) on labor issues such as progress made regarding occupational safety, social insurance, compliance with Child Labor conventions, etc. Reports are widely disseminated to government, business, economic, policy, academic institutions and "think tanks."

Expected results for the end of project (5 year):

- GOAM has drafted norms and standards related to occupational safety, which have been implemented by industries. (Contractors should propose targets for number of industries

addressed and for industry compliance rates with new norms and standards for base and options periods).

- Required social insurance payments by employers increase steadily due to the development and steady application of improved compliance and reporting procedures (payments increase to 75% in base period and 90% by EOP).
- The LI has transparent, clearly defined systems in place for receiving, investigating and adjudicating complaints. The number of complaints investigated and resolved in an open and transparent manner will increase annually.

Counterparts

The SLI is a new organization, founded in 2005, and is currently focused on the forthcoming reforms to the Labor Code. The SLI added new responsibilities in 2008 including the promulgation and enforcement of health and safety norms. A major portion of this component is devoted to helping develop these norms, and preparing the Inspectorate for their enforcement.

In addition to the Labor Inspectorate, Component Three is also working with the MLSI, in particular the Department of Labor and Employment, on the development of norms and regulations in health and safety. Coordination between the Ministry and the Inspectorate is sporadic, sometimes resulting in contradictory assertions. Finally, Component Three has expanded during this first year to deal with other equally important counterparts in the field of health and safety. During work on the mining industry, the National Safety and Technical Center, the Ministry of Trade and Economic Development, and the Association of Trade Unions were enlisted for progress, and it is envisioned that the Safety and Technical Center will play a large role in operations over the next two years. This is a significant accomplishment and will greatly contribute to the sustainability of reforms. In addition to the plethora of government agencies, work was also undertaken with private sector firms in the mining industry to help develop safety rules for surface and underground mining, and the private sector is involved in an ongoing survey of private attitudes towards the Labor Inspectorate.

FY08 Results

Major accomplishments and highlights in Component Three in FY08 include:

- Proposed safety and health standards for the mining industry.
- Proposed safety and health standards for industries dealing with potentially explosive atmospheres.
- Proposed safety and health standards for petroleum handling and storage; regulations were enacted as a result. On August 28, 2008, as a result of successful cooperation with the SPSS Project, GOAM adopted the Technical Regulation on Minimum Requirements for Construction and Operation of Gas Stations. The adopted regulation is largely based on draft regulations prepared by SPSS Project in February 2008.
- The expansion of high-risk industries covered by LI enforcement.
- The establishment of an effective data collection and storage system within the LI.
- An action plan was created for introducing risk-based enforcement. The action plan sets forward necessary steps for implementing risk-based enforcement and provides recommendations for linkages between the health care system, SMEC, SSSS databases and SLI.
- A study tour was organized for inspectors to Lithuania to observe organizational reforms and industry-specific practices.
- Based on the papers on options and recommendations for broader inspectorate reform for GOAM prepared by SPSS, the Minister of Economy has prepared a draft strategy for the Inspectorate

System Reform in the Republic of Armenia. Currently, it is circulating within GOAM and is expected to be submitted to the Government approval soon.

Opportunities and Challenges for FY09

An inspectorate reform plan is about to be adopted by GOAM. It will provide opportunities to make occupational safety and health inspections more regularized and coordinated with other inspections. Coordination with Hygiene inspections remains a challenge. During the past year, SLI has moved toward a more transparent system by providing public information on its website and through material distribution. This change denotes a shift to greater employer orientation. Opportunities are developing as the middle ranks of SLI understand the importance of risk-based enforcement, yet the concept remains a challenge for top management. As basic databases come into regular use in regional centers, the opportunity for more scientific inspection approaches develops.

D. Component 4: Social Assistance

Overall Goal

Component Four aims to build the capacity of the **MLSI** to better target, upgrade, and reinforce its system of social safety nets in a way that supports Armenia's Poverty Reduction Strategy Paper (PRSP). A major objective is to develop an overall strategy on social safety net (protection) and participate in designing new elements to provide for a credible, sustainable financing strategy/mechanism. Pilot and refinement of mechanisms to deliver targeted social services through nongovernmental providers, and to update and increase functionality of the laws, regulations, and management processes controlling delivery of social assistance. Other objectives include needs assessments, development of reliable and objective targeting mechanisms, promotion of community-level involvement, and promotion of professional Social Work.

Expected results for the end of the base period (3 years):

- Policy and legislative gaps relevant to social assistance programs identified and appropriate policies and legislation drafted and promoted among the population and lawmakers.

Expected results for the end of project (5 year):

- A minimum of five social contracts (or similar formal mechanisms) between GOAM and private sector or NGOs to address the needs of vulnerable populations.

Counterparts

The Team has established close working relationships with Social Assistance, Elderly and Disability, and Children and Family Departments of MLSI.

FY08 Results

Major accomplishments and highlights in Component four in FY08 include:

- SPSS continued support to improvement of MLSI departments' strategic (concept) paper drafting skills by presenting recommendations, best practices, and comments.
- The development of a national Social Protection Strategy by MLSI in line with PRSP.

- Assessed training needs of basic para-professional social workers in the State system in order to understand their needs to properly conduct their full job duties.
- Local Stakeholders' Social Assessment and Planning Training were initiated in four communities: Artik (Shirak region), Alaverdi (Lori region), Nor Norq and Nubarashen (Yerevan).
- The information system for the registration of people with disabilities for SMEC was developed and delivered. SMEC staff was trained on the use of the system. A plan was initiated to establish interim connectivity (while awaiting the WB corporate network) so that SMEC can apply the system and skills immediately.
- Proposals were received in the framework of independent living skills development grant-matching program. A proposal evaluation Selection Committee was formed, and the proposals were reviewed. A grant trilateral contract was signed with "Aravot" NGO as the winner of the program in the framework of Independent living skills development grant-matching program.
- Provided training and reference materials for para-professional social workers.
- Methods for social contracting demonstrated; determination made that an adequate legal basis for subcontracting to NGOs now exists.
- Five grants/service-delivery social contracts were made in conjunction with MLSI; RFP and selection process initiated for nine additional matching grants. RFPs were also announced for community social service outsourcing by grant-matching programs in the selected communities.

Opportunities and Challenges for FY09

In 2009, the emphasis for component four will be on grants management. Capacity building opportunities in both the government and in NGOs is a product of the grants management process. GOAM has identified two areas for outsourcing services through its disabled and elderly department and through its family, women's and children's department. Improved oversight and competition will be the challenge as government partners begin to consider formal service outsourcing functions. The outsourcing process creates the need for monitoring and evaluation of qualitative and quantitative performance measurement throughout the government. Challenges stem from the lack of dedication to formalization and the absence of a provision for true matches during this outsourcing start-up period.

Social assistance targeting will remain an obstacle for the government. Moving past simple cash transfers, it will be a challenge to adopt active poverty reduction strategies that bring vulnerable populations into mainstream work and living more effectively. Pension reform provides an opportunity for GOAM to highlight the survival issues addressed by cash benefits to be distributed through a single payment agency, SSSS. It can then focus non-monetary social services on locally tailored strategies for poverty reduction.

IV. CROSSCUTTING ACTIVITIES

The following crosscutting activities support the four Components: (1) information, education, communication and public relations; (2) policy, regulatory, and legislative drafting and promotion; (3) IT and administrative design; (4) IT and other commodity procurement; (5) anti-corruption initiatives; (6) gender; (7) monitoring and evaluation (M&E); (8) sustainability strategies; and (9) grants management. Information Technology (IT), anti-corruption, information, education, communication and public relations, and grants management are discussed below. Other crosscutting activities are interwoven above.

A. IT and Administrative Design / IT and other Commodity Procurement

The goal of crosscutting activities in IT is to assist GOAM in the development and implementation of effective and efficient Social Protection Management Information Systems and Databases. The Team is working to upgrade IT systems and re-engineering administrative processes. There are two main

counterparts for IT activities: Information Analytical Centre NORK and the Information Systems and Analysis Department of State Social Insurance Fund (SSIF).

FY08 Results

Results and accomplishments in this crosscutting activity include:

- Continued reinforcing the development of strategic thinking consistent with the earlier-delivered strategy development guide.
- “Nork” Center modernized the MLSI website with SPSS assistance. Several electronic instruments were implemented for communication between the Government and civil society: departments and agencies reports, e-mail inquiry of information and on-line requests for meeting with MLSI officials.
- By the request of MLSI, SPSS IT experts jointly with “Nork” Center IT specialists started to gather and analyze requirements for social sphere information portal and websites of MLSI and affiliated agencies. The social sphere information portal should provide efficient collaboration and information exchange for MLSI (its agencies and employees). For citizens and organizations, this working tool will provide personalized access to the necessary information and on-line services.
- SPSS performed reevaluation of the MLSI revamped website and proposed recommendations for its further improvement.³
- “Nork” Center and SPSS subcontractor CHS trained 30 MLSI employees on the use of the Document Flow System.

B. Anti-Corruption Initiatives

The goal of the anti-corruption activities is to improve the professionalism of social services delivery in Armenia and reduce the opportunities for corruption. All components are addressing different facets of anti-corruption, including through the enhancement of better bureaucratic processes, training of employees, system upgrading, and through a concerted public outreach program to avail employers and citizens of their rights.

The main counterparts for anti-corruption activities are the same as the rest of the project, involving close collaboration with the MLSI, the Labor Inspectorate, the National Institute for Labor and Social Research, NORK, the NSS, the Ministry of Trade, and every other counterpart mentioned in activities above.

FY08 Results

During FY08, the Project concentrated on integrating anti-corruption work with other ongoing processes. Notable achievements in FY08 are:

- SPSS continued to support capacity building for producing the MLSI social issues TV program entitled “Social Hour,” aired on the H2 TV channel (which covers the entire country). The program is designed as a source of directly accessible information for Armenians in social assistance services provision and as a tool for civil society to struggle against abuses and corruption. Eight programs were broadcasted in July-September, 2008.
- SPSS MLSI prepared the TV program, “Social Partnership”, a program devoted to the involvement of the NGO community in social assistance provision. A second program was similarly developed and devoted to the NILSR mission and activity. The Director of NILSR was a guest of the program.

³ SPSS_FY08Q4_Sep23_MLSIWebSiteAnalis;

- SPSS in partnership with MLSI and CMSP, implemented by IREX Armenia organized a joint Journalism Certification Class on “Social Issues Reporting”, which resulted in a nationally distributed newspaper insert on social issues.
- During the trainings and in the process of preparation of the insert, it became apparent that many people lack information on accessible grants, loans and ongoing assistance programs, especially in particular regions. This lack of information can lead to corruption. To combat this problem, the insert team reached out to loan and credit organizations with suggestions on how to make this information more readily available.

D. Grants Management

Overall Goal

Grants management activities are intended to establish transparent and effective mechanisms that enable the GOAM to contract NGOs to provide social services throughout the country. Grant making activities should aim to promote effective dialogue and partnership between NGOs and the GOAM in order to create a Government outsourcing mechanism. In FY08, seven grant competitions were conducted during this reporting period. Competitions aimed at strengthening MLSI and local government capacity on outsourcing.

FY08 Results

The most notable accomplishments of grant making activities in FY08 is the competition on “Independent Living Skills Development for Vanadzor Orphan Graduates” that was conducted with MLSI Family, Women and Children Issues department. The RFP was prepared jointly with SPSS and MLSI. The competition was announced in newspapers and on websites. Three proposals were received. The selection committee was formed and consisted of MLSI, SPSS, World Vision Armenia, and ARS representatives. The committee selected “Aravot” NGO for the implementation of the project. The selection process has been finalized and the grant is approved for funding. The implementation of the project started October 1, 2008.

IV. CONCLUSION

In FY08, SPSS has contributed significantly to USAID Armenia/Mission’s Foreign Assistance operational plan goals. Each of SPSS’ four Components has made progress towards improving social protection systems in Armenia in FY08. At present, the current delays are due to a series of GOAM postponements made in its own ambitious timeline. SPSS considers that slowing the planning and implementation will improve results. About 160,000 people are currently benefiting from USG-supported social assistance and more realistic estimates of the Project’s abilities given the political climate and relationships.

The targets for FY2008 are an increase over FY2007, reflecting both acceleration of its assistance in creating and augmenting the legislative framework in the social protection sphere by working with MLSI and other partners to support better policymaking as well as by working toward meeting international obligations and parallel legislative reforms related to all four components. Pension reforms are driven by the strongest force of political will, and thus require the greatest amount of legal drafting. In FY 2009, GOAM will propose a comprehensive Social Protection Strategy and will find need for much policy change and legislative drafting.

SPSS is assisting MLSI and its agencies to administer existing programs more transparently. FY2009 should see an expansion of beneficiaries of assistance as targeting and public relations are improved, but the data for measuring impact comes from GOAM and is not yet available. Since there is a larger problem with social assistance inclusion errors than exclusion errors, there is potential that the two corrections will cancel out, and the data will not reflect the whole story.

The final, and perhaps most important facet of the SPSS Project's work in the context of the Program Elements is not only to sharpen the targeting of social assistance subsistence benefits, but to facilitate Armenia's transition to active benefits that promote economic independence and greater labor force participation. For these goals, the SPSS Project remains focused on introducing Active Labor Market Measures and increasing labor flexibility through reform of the Labor Code in Components Two and Three. In Component Four, the grants program is stimulating GOAM support of day care services for the elderly and disabled, a program pre-requisite to deinstitutionalization of large groups of elderly and disabled. As social services shift from passive assistance towards services designed to bring vulnerable populations into greater social and economic independence, heavy state spending can be reduced. The continued success of the grants program with service provider NGOs develops private sector capacity and introduces competition to service delivery. It also helps state and local governments develop mechanisms for cost-effective partnerships to deliver essential services

The European Social Charter provides the basic framework for Armenia's social protection strategic planning. EU accession is not an immediate or even distant prospect, but membership in the European neighborhood is a national goal and is therefore a strong incentive to uphold the social democratic values noted above. In this upcoming project year, emphasis will be on institutionalization of policies and program innovations introduced in the two prior project years.

APPENDICES

Appendix One: List of FY08 Deliverables

#	SPSS DELIVERABLES: FISCAL YEAR 2008 (IN CHRONOLOGICAL ORDER)
1.	SPSS FY07Q1 Oct1 EmplRegistrforJobFair arm
2.	SPSS FY07Q1 Oct1 EmplRegistrforJobFair eng
3.	SPSS_FY07Q1_Oct1_JobVacancyListForm_arm
4.	SPSS FY07Q1 Oct1 JobVacancyListForm eng
5.	SPSS FYQ1 Oct1 JobFairflyer arm
6.	SPSS_FYQ1_Oct1_JobFairflyer_eng
7.	SPSS_FY08Q1_Oct3_ChapterVIIVolPenWhitePaper_eng
8.	SPSS FY08Q1 Oct3 ChapterVWhitePaper eng
9.	SPSS_FY08Q1_Oct3_JobFairTopCareerSurvey
10.	SPSS_FY08Q1_Oct3_Yr1_Results_eng
11.	SPSS FY08Q1 Oct5 JFEmployerList eng
12.	SPSS_FY08Q1_Oct8_AmChamPresentLandis_arm
13.	SPSS_FY08Q1_Oct8_AmChamPresentLandis_eng
14.	SPSS_FY08Q1_Oct8_ChapterVIISysMangtWhitePaper_eng
15.	SPSS FY08Q1 Oct8 Factsheet FY08 arm
16.	SPSS_FY08Q1_Oct8_Factsheet FY08_eng
17.	SPSS_FY08Q1_Oct9_Delovoyexpressjobfair_eng
18.	SPSS FY08Q1 Oct9 SESA booklet eng
19.	SPSS_FY08Q1_Oct10_Employerlist&vacancies atOct13JF
20.	SPSS_FY08Q1_Oct11_briefingpresentation
21.	SPSS FY08Q1 Oct11 SocStrategyapproaches arm
22.	SPSS_FY08Q1_Oct11_SocStrategyapproaches_eng
23.	SPSS_FY08Q1_Oct11_SrategyLOG_eng_arm
24.	SPSS_FY08Q1_Oct12_HeatSupplyContract_NILSR_arm
25.	SPSS FY08Q1 Oct15 jobfairsuccessstory eng
26.	SPSS_FY08Q1_Oct15_pressrelease7_arm
27.	SPSS_FY08Q1_Oct15_pressrelease7_eng
28.	SPSS FY08Q1 Oct16 PensionsurveyresponsetoTOR arm
29.	SPSS_FY08Q1_Oct16_PensionsurveyresponsetoTOR_eng
30.	SPSS_FY08Q1_Oct18_IntervTrainEmplSurvey_present_arm
31.	SPSS FY08Q1 Oct18 introductformemplsurvey arm
32.	SPSS FY08Q1 Oct22 Factsheet FY08 arm
33.	SPSS_FY08Q1_Oct22_FactsheetFY08_arm
34.	SPSS FY08Q1 Oct22 FactsheetFY08 eng
35.	SPSS FY08Q1 Oct22 Logocompetition TOR arm
36.	SPSS_FY08Q1_Oct22_Logocompetition_TOR_eng
37.	SPSS_FY08Q1_Oct22_MinutesGradsChildFosterCare_eng
38.	SPSS FY08Q1 Oct22 Suggestenforcement&implementexplosives arm

39.	SPSS_FY08Q1_Oct22_Suggestenforcement&implementexplosives_eng
40.	SPSS_FY08Q1_Oct22_Handbookdraft19.25.07_letterhead_arm
41.	SPSS_FY08Q1_Oct22_Handbookdraft19.25.07_letterhead_eng
42.	SPSS_FY08Q1_Oct23_WebsiteSupporToDate_eng
43.	SPSS_FY08Q1_Oct23_Spokespersontraining_eng
44.	SPSS-FY08Q1_Oct23_EmployerDataOutput_eng
45.	SPSS_FY08Q1_Oct24_ModelScenariosPenRef_arm
46.	SPSS_FY08Q1_Oct24_ModelScenariosPenRef_eng
47.	SPSS_FY08Q1_Oct25_LIinformationssystem_eng
48.	SPSS_FY08Q1_Oct26_PerfMeasures_arm
49.	SPSS_FY08Q1_Oct26_PerfMeasures_eng
50.	SPSS_FY07Q1_Oct26_JobFaircoveragerecap
51.	SPSS_FY08Q1_Oct26_Locselfgovernlawcomments_arm
52.	SPSS_FY08Q1_Oct26_Jobfairresults_eng
53.	SPSS_FY08Q1_Oct26_JF_Feedback_eval&surveyoutcomes_arm
54.	SPSS_FY08Q1_Oct26_JF_Feedback_eval&surveyoutcomes_eng
55.	SPSS_FY08Q1_Oct26_JFMediaOutletsCoverage_eng
56.	SPSS_FY08Q1_Oct26_JobFair_EmployerEvaluation
57.	SPSS_FY08Q1_Oct26_jobfairresults_arm
58.	SPSS_FY08Q1_Oct26_Lithuaniastudytour
59.	SPSS_FY08Q1_Oct26_Octtrainingevaluations_eng
60.	SPSS_FY08Q1_Oct26_PerfMeasuresAgenda_arm
61.	SPSS_FY08Q1_Oct26_PerfMeasuresAgenda_eng
62.	SPSS_FY08Q1_Oct26_SocialSeminarKristenHartwell_eng
63.	SPSS_FY08Q1_Oct26_Locselfgovernlawcomments_eng
64.	SPSS_FY08Q1_Oct29_PerfMeasures_WorkshopParticipants_arm
65.	SPSS_FY08Q1_Oct29_PerfMeasures_WorkshopParticipants_eng
66.	SPSS_FY08_Nov01_Rural_LM_Survey_engl
67.	SPSS_FY07_Nov01_RuralLMSurveydraft_eng
68.	SPSS_FY08Q1_Nov01_AnnualEmplProgram2008_eng
69.	SPSS_FY08Q1_Nov1_InternationalInspectorateReform_Eng
70.	SPSS_FY08Q1_Nov1_InternationalInspectorateReformd_Arm
71.	SPSS_FY08Q1_Nov01_SESA_Planning&ReportingIndicators_eng
72.	SPSS_FY08Q1_Nov1_MAPNov-Dec2007_arm
73.	SPSS_FY08Q1_Nov1_MAPNov-Dec2007_eng
74.	SPSS_FY08Q1_Nov2_NADiscusstalkpoints_eng
75.	SPSS_FY08Q1_Nov2_SocialSeminarThomasIvory_eng
76.	SPSS_FY08Q1_Nov3_CoopwithPublic_arm
77.	SPSS_FY08Q1_Nov3_MediaOutlets_arm
78.	SPSS_FY08Q1_Nov4_BroadcastMedia_arm
79.	SPSS_FY08Q1_Nov06_RuralLMSurvey_arm
80.	SPSS_FY08Q1_Nov7_ISSCassesment_arm
81.	SPSS_FY08Q1_Nov7_InspectorateReformArmeniaPlan_ARM
82.	SPSS_FY08Q1_Nov7_InspectorateReformArmeniaPlan_eng
83.	SPSS_FY08Q1_Nov07_PerfMeasEvaluationSum_eng

84.	SPSS_FY08Q1_Nov7_Spokesperson'strainingMLSIweb_eng
85.	SPSS_FY08Q1_Nov7_Spokesperson'strainingAgenda_arm
86.	SPSS_FY08Q1_Nov07_STTAExitReport_TI_eng
87.	SPSS_FY08Q1_Nov9_SocialSeminarLenaZezulin_eng
88.	SPSS_FY08Q1_Nov13_BackgroundArmPensRef_eng
89.	SPSS_FY08Q1_Nov14_SwedishMultipillarPSBriefer_eng
90.	SPSS_FY08Q1_Nov14_TORdisabled_eng
91.	SPSS_FY08Q1_Nov14CTOapprovalforPensionReformStudytour
92.	SPSS_FY08Q1_Nov14_FinMarketBoPMacro_ImpactWP_eng
93.	SPSS_FY08Q1_Nov14_LewarneTables_eng
94.	SPSS_FY08Q1_Nov14_SIFInternPerspective_arm
95.	SPSS_FY08Q1_Nov14_SIFInternPerspective_eng
96.	SPSS_FY08Q1_Nov14_SwedishMultipillarPSBriefer_arm
97.	SPSS_FY08Q1_Nov15_NoteonOccupSafety&HealthRegulsCanada_arm
98.	SPSS_FY08Q1_Nov15_NoteonOccupSafety&HealthRegulsCanada_eng
99.	SPSS_FY08Q1_Nov15_STSwedEstAgenda_eng
100.	SPSS_FY08Q1_Nov21_IT_Strategy_arm
101.	SPSS_FY08Q1_Nov21_IT_Strategy_eng
102.	SPSS_FY08Q1_Nov23_GeneralOSH_regulationsIreland_arm
103.	SPSS_FY08Q1_Nov23_GeneralOSH_regulationsIreland_eng
104.	SPSS_FY08Q1_Nov23_SocialSeminarJaneDaly_eng
105.	SPSS_FY08Q1_Nov26_FormalAssessment_SESACurrentJobClubSkills_eng
106.	SPSS_FY08Q1_Nov26_PilotHandouts_arm
107.	SPSS_FY08Q1_Nov26_PilotHandouts_eng
108.	SPSS_FY08Q1_Nov26_PilotPresentation_eng
109.	SPSS_FY08Q1_Nov27_PilotPresentation_arm
110.	SPSS_FY08Q1_Nov28_ComparisonSwed&Est_arm
111.	SPSS_FY08Q1_Nov28_LessonsLearnedSTSwed&Est_arm
112.	SPSS_FY08Q1_Nov30_ChapterVIIIISysMangtWhitePaper_arm
113.	SPSS_FY08Q1_Nov30_indivreportsLith_arm
114.	SPSS_FY08Q1_Nov30_Lithuaniastudtourrpt_eng
115.	SPSS_FY08Q1_Nov30_LithuaniaStudyTourReport
116.	SPSS_FY08Q1_Nov30_MLSIPaper_arm
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118.	SPSS_FY08Q1_Nov30_Naring2006Prognos_eng
119.	SPSS_FY08Q1_Nov30_Novtrainingevaluations
120.	SPSS_FY08Q1_Nov30_Offentlig2006Prognos_eng
121.	SPSS_FY08Q1_Nov30_SocialSeminarEricJohnson_eng
122.	SPSS_FY08Q1_Nov30_SocSeminarRetEconFlorida_eng
123.	SPSS_FY08Q1_Nov30-Dec_PerfMeasCommitteeMtgReport_eng
124.	SPSS_FY08Q1_Nov30dec_AnnualReportBULGARIA_arm
125.	SPSS_FY08Q1_Nov30dec_AnnualReportBULGARIA_eng
126.	SPSS_FY08Q1_Nov30dec_labInspectActPOLAND_2006_arm
127.	SPSS_FY08Q1_Nov30dec_labInspectrActPOLAND_2006_eng
128.	SPSS_FY08Q1_Dec1_UpdateDec16

129.	SPSS_FY08Q1_Dec1_SwedenStudyTourReport
130.	SPSS_FY08Q1_Dec03_PerfMeasCommitteeMtgReport_arm
131.	SPSS_FY08Q1_Dec03_PerfMeasCommitteeMtgReport_eng
132.	SPSS_FY08Q1_Dec4_EmployerHandbookMLSI_eng
133.	SPSS_FY08Q1_Dec5_EmployerHandbookMLSI_arm
134.	SPSS_FY08Q1_Dec5_OccupationalSafetyRiskManagementinOntario_arm
135.	SPSS_FY08Q1_Dec5_OccupationalSafetyRiskManagementinOntario_eng
136.	SPSS_FY08Q1_Dec05_PilotJobClub_EventReport_eng
137.	SPSS_FY08Q1_Dec05_RFP_MIS_Disabled_Eng
138.	SPSS_FY08Q1_Dec05_RFP_MIS_DocFlow_Eng
139.	SPSS_FY08Q1_Dec05_SESARegionalOfficesRenovation
140.	SPSS_FY08Q1_Dec07_EricJ_ExitReport
141.	SPSS_FY08Q1_Dec7_ModelManual_arm
142.	SPSS_FY08Q1_Dec7_ModelManual_eng
143.	SPSS_FY08Q1_Dec7_SocialSeminarKusiakbackmaterial_eng
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145.	SPSS_FY08Q1_Dec7_SocPolicyLocLevRTDec14_eng
146.	SPSS_FY08Q1_Dec8_SocialSeminarBobKusiak_eng
147.	SPSS_FY08Q1_Dec10_RTsummary_eng
148.	SPSS_FY08Q1_Dec10_ForeignWorkers_Germany_eng
149.	SPSS_FY08Q1_Dec10_GermanImmigrationPolicy_eng
150.	SPSS_FY08Q1_Dec10_MISDisabledTenderEvaluation_eng
151.	SPSS_FY08Q1_Dec11_SwedenEstoniaFindings_eng
152.	SPSS_FY08Q1_Dec12_RiskBasedAnalysisSeminar_arm
153.	SPSS_FY08Q1_Dec12_RiskBasedAnalysisSeminar_eng
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155.	SPSS_FY08Q1_Dec12_ERSCRoundTableReport_eng
156.	SPSS_FY08Q1_Dec12_ESRCharter_arm
157.	SPSS_FY08Q1_Dec12_ESRCharter_eng
158.	SPSS_FY08Q1_Dec13_SocialSeminarCarlUlbricht_eng
159.	SPSS_FY08Q1_Dec14_Comments_GovDecrees_ForeignersWorkPermit
160.	SPSS_FY08Q1_Dec14_SocialPlanning_arm
161.	SPSS_FY08Q1_Dec14_EnvAssessmntChecklist-NILSR_eng
162.	SPSS_FY08Q1_Dec14_ForeignWorkers_Overview_DevCountries
163.	SPSS_FY08Q1_Dec14_ForeignWorkersPolicyImplications
164.	SPSS_FY08Q1_Dec14_RoundTableReport_eng
165.	SPSS_FY08Q1_Dec14_Talking points_N.Yeritzyan
166.	SPSS_FY08Q1_Dec14_UKBusinessMigrationPolicy
167.	SPSS_FY08Q1_Dec15_ExitRprtMacKellar_eng
168.	SPSS_FY08Q1_Dec15_GyumriLeaflet_inside
169.	SPSS_FY08Q1_Dec16_MLSI Recoms_0&1Pillar_eng
170.	SPSS_FY08Q1_Dec17_ConfSpeakers_ShortBios
171.	SPSS_FY08Q1_Dec17_LMTrendsConf_Aram Avagyan_GDF_arm
172.	SPSS_FY08Q1_Dec17_LMTrendsConf_Carl Ulbrikht_SPSS_arm
173.	SPSS_FY08Q1_Dec17_LMTrendsConf_Jane Daly_SPSS_arm

174.	SPSS_FY08Q1_Dec17_LMTrendsConf_Lusine Kalantaryan_NSS_arm
175.	SPSS_FY08Q1_Dec17_LMTrendsConf_RobertStepanyan_MOES_arm
176.	SPSS_FY08Q1_Dec17_LMTrendsConf_Vahan Simonyan_MoLSI_arm
177.	SPSS_FY08Q1_Dec17_NILSRpresentationDAY1LABOR_arm
178.	SPSS_FY08Q1_Dec17_NILSRpresentationDAY1LABOR_eng
179.	SPSS_FY08Q1_Dec18_LMTrendsConf_Gyulnara Hovhannisyanyan_NILSR_arm
180.	SPSS_FY08Q1_Dec18_LMTrendsConf_HM&MB_CRRC&AIPRC_arm
181.	SPSS_FY08Q1_Dec18_LMTrendsConf_Sona Harutyunyan_SESA_eng
182.	SPSS_FY08Q1_Dec18_LMTrendsConf_TigranJrbashyan_AEPLAC_eng
183.	SPSS_FY08Q1_Dec18_NILSRpresentationDAY2LABOR_arm
184.	SPSS_FY08Q1_Dec18_NILSRpresentationDAY2LABOR_eng
185.	SPSS_FY08Q1_Dec18_LMTrendsConf_Bagrat Yengibaryan EIF_eng
186.	SPSS_FY08Q1_Dec18_LMTrendsConf_David Hakobyan_MA_arm
187.	SPSS_FY08Q1_Dec19_JobFair_Event Report
188.	SPSS_FY08Q1_Dec19_LM Trends Conference_EventReport
189.	SPSS_FY08Q1_Dec19_pressrelease1a_arm
190.	SPSS_FY08Q1_Dec19_pressrelease1a_eng
191.	SPSS_FY08Q1_Dec19_RLMDiscussion_Event Report
192.	SPSS_FY08Q1_Dec20_Grants Manual_arm
193.	SPSS_FY08Q1_Dec20_Grants Manual_eng
194.	SPSS_FY08Q1_Dec20_LaborMarketTrendsConfSummary
195.	SPSS_FY08Q1_Dec20_LaborMarketTrendsConfSummary_arm
196.	SPSS_FY08Q1_Dec20_RiskBasedTrainingEventReport
197.	SPSS_FY08Q1_Dec21_conference coverage recap
198.	SPSS_FY08Q1_Dec21_SSIF event media coverage recap
199.	SPSS_FY08Q1_Dec21_BobKusiak ExitRpt_eng
200.	SPSS_FY08Q1_Dec21_PovertyImpactofSocialTransfersinArmenia_arm
201.	SPSS_FY08Q1_Dec21_PovertyImpactofSocialTransfersinArmenia_engl
202.	SPSS_FY08Q1_Dec21_Povertyp HP GH_arm
203.	SPSS_FY08Q1_Dec21_Povertyp HP GH_eng
204.	SPSS_FY08Q1_Dec24_ProjectMonitoringMechanism_eng
205.	SPSS_FY08Q1_Dec24_ProjectMonitoringMechanism_arm
206.	SPSS_FY07Q1_Dec26_PovSnapshotPresentCovRecap
207.	SPSS_FY08Q1_Dec27_ChapterVWhitePaper_arm
208.	SPSS_FY08Q2_Jan18_EmplRelations_eng
209.	SPSS_FY08Q2_Jan18_RuralEmplPoliciesin10Countries_eng
210.	SPSS_FY08Q2_Jan22_FB_briefing
211.	SPSS_FY08Q2_Jan22_MLSIStructDivisCompTable_eng
212.	SPSS_FY08Q2_Jan22_SocialEnterprisesConcept_eng
213.	SPSS_FY08Q2_Jan22_SSSSDecreeCharter&Composition_eng
214.	SPSS_FY08Q2_Jan22_SSSSMemo
215.	SPSS_FY08Q2_Jan24_EmplRelations_arm
216.	SPSS_FY08Q2_Jan24_ModelComparsNote_arm
217.	SPSS_FY08Q2_Jan24_ModelComparsNote_eng
218.	SPSS_FY08Q2_Jan24_ModelComparsNote_tables

219.	SPSS_FY08Q2_Jan24_SLI6MonthWorkplan_arm_eng
220.	SPSS_FY08Q2_Jan25_GAOForeignWorkers_arm
221.	SPSS_FY08Q2_Jan25_GAOForeignWorkers_eng
222.	SPSS_FY08Q2_Jan25_USAID-WBMeetingSummar_eng
223.	SPSS_FY08Q2_Jan25_SwedPensSysEUConfPPT_arm
224.	SPSS_FY08Q2_Jan25_SwedPensSysEUConfPPT_eng
225.	SPSS_FY08Q2_Jan29_PetrolStationsArmenia_arm
226.	SPSS_FY08Q2_Jan29_PetrolStationsArmenia_eng
227.	SPSS_FY08Q2_Jan29_PetrolBulkStorageArmenia_arm
228.	SPSS_FY08Q2_Jan29_PetrolBulkStorageArmenia_eng
229.	SPSS_FY08Q2_Jan30_LetterForNGOSubm-nToMOJ_arm
230.	SPSS_FY08Q2_Jan30_LetterForNGOSubm-nToMOJ_eng
231.	SPSS_FY08Q2_Jan30_SocialSeminarStuartThomson_eng
232.	SPSS_FY08Q2_Jan31_PetrolSafetyTrainingscene setter
233.	SPSS_FY08Q2_Feb01_ITAgileDevIntro_rus
234.	SPSS_FY08Q2_Feb1_ITTenderEvaluation_eng
235.	SPSS_FY08Q2_Feb2_CommentsMoJletter_arm
236.	SPSS_FY08Q2_Feb4_InstitutionalHomeCareElderlyDisabledQA_eng
237.	SPSS_FY08Q2_Feb4_MoLSI_FeedbackPerfMeasuresMatrix_arm
238.	SPSS_FY08Q2_Feb5_GroupDiscussionTopicsPetrolSafety_arm
239.	SPSS_FY08Q2_Feb5_GroupDiscussionTopicsPetrolSafety_eng
240.	SPSS_FY08Q2_Feb5_GroupDiscussTopicsPetrolSafety_eng
241.	SPSS_FY08Q2_Feb05_ISCO08_4UnderlyingConcepts_arm
242.	SPSS_FY08Q2_Feb05_ISCO08_4UnderlyingConcepts_eng
243.	SPSS_FY08Q2_Feb05_ONetContentModel_arm
244.	SPSS_FY08Q2_Feb05_ONetContentModel_eng
245.	SPSS_FY08Q2_Feb5_PetrolStatOwnerRiskAssesSurvey_arm
246.	SPSS_FY08Q2_Feb5_PetrolStatOwnerRiskAssesSurvey_eng
247.	SPSS_FY08Q2_Feb5_SESA_ConnectivityBidsEvaluation
248.	SPSS_FY08Q2_Feb05_UsingONetDescribeOccup_arm
249.	SPSS_FY08Q2_Feb05_UsingONetDescribeOccup_eng
250.	SPSS_FY08Q2_Feb05_VGMExpertBusinessSurveyFinal_arm
251.	SPSS_FY08Q2_Feb05_VGMExpertBusinessSurveyFinal_eng
252.	SPSS_FY08Q2_Feb6_press release11b_eng
253.	SPSS_FY08Q2_Feb6_Pressrelease11b_arm
254.	SPSS_FY08Q2_Feb7_SurveyReportTemplate_arm
255.	SPSS_FY08Q2_Feb08_SPSSAnnualbulletin_eng
256.	SPSS_FY08Q2_Feb8_TranslEuroPensBaromRepAONConsult_arm
257.	SPSS_FY08Q2_Feb08_EmpSurveyTrainingSlides_arm
258.	SPSS_FY08Q2_Feb08_IntrodOccupClassif_arm
259.	SPSS_FY08Q2_Feb08_IntrodOccupClassif_eng
260.	SPSS_FY08Q2_Feb08_SPSSAnnualbulletin_arm
261.	SPSS_FY08Q2_Feb11_LMSurveyforJobClassification_eng
262.	SPSS_FY08Q2_Feb11_QAPFeb-April2008_arm
263.	SPSS_FY08Q2_Feb11_QAPFeb-April2008_eng

264.	SPSS_FY08Q2_Feb12_LMSurveyforJobClassification_arm
265.	SPSS_FY08Q2_Feb12_PetrolSeminarSlideShow_arm
266.	SPSS_FY08Q2_Feb12_PetrolSeminarSlideShow_eng
267.	SPSS_FY08Q2_Feb13_ITseminar
268.	SPSS_FY08Q2_Feb13_SESA_Feedback_PerfMeasuresMatrix_arm
269.	SPSS_FY08Q2_Feb13_SESA_Feedback_PerfMeasuresMatrix_eng
270.	SPSS_FY08Q2_Feb13_TechMeetingCompTables_eng
271.	SPSS_FY08Q2_Feb13_TechMeetingComTables_arm
272.	SPSS_FY08Q2_Feb13_TechMeetingModelCompLandis_eng
273.	SPSS_FY08Q2_Feb13_WhitePaperSummaryMemo_eng
274.	SPSS_FY08Q2_Feb14_DwightSteele_ExitRpt
275.	SPSS_FY08Q2_Feb14_InfrastructureVirtualization_rus
276.	SPSS_FY08Q2_Feb14_LIMLSIPressRelease_arm
277.	SPSS_FY08Q2_Mar1_EnglishCourseParticipants_eng
278.	SPSS_FY08Q2_Mar01_FebruaryEvaluations_eng
279.	SPSS_FY08Q2_Mar1_MTED_HRassessmentdraft_arm
280.	SPSS_FY08Q2_Mar3_Comp3YearIPlanb_MLSI_arm
281.	SPSS_FY08Q2_Mar3_Comp3YearIPlanbyMLSI_eng
282.	SPSS_FY08Q2_Mar3_EmpSurveyTrainingSlides_arm
283.	SPSS_FY08Q2_Mar3_EmpSurveyTrainingSlides_eng
284.	SPSS_FY08Q2_Mar3_InspectConceptPaper_arm
285.	SPSS_FY08Q2_Mar3_InspectConceptPaper_eng
286.	SPSS_FY08Q2_Mar3_LetterOfInterest_arm
287.	SPSS_FY08Q2_Mar3_LetterOfInterest_eng
288.	SPSS_FY08Q2_Mar3_MLSI_SelectionCriteria_eng
289.	SPSS_FY08Q2_Mar3_SurveyReportTemplate_arm
290.	SPSS_FY08Q2_Mar3_SurveyReportTemplate_eng
291.	SPSS_FY08Q2_Mar6_CommunityProposalEvalSheet_eng
292.	SPSS_FY08Q2_Mar8_STTA_Beblavy_exit_report
293.	SPSS_FY08Q2_Mar8_Coms&RecomsWP_arm
294.	SPSS_FY08Q2_Mar8_ComsRecomsWP_eng
295.	SPSS_FY08Q2_Mar10_ToolsforSuccess_arm
296.	SPSS_FY08Q2_Mar10_MarchEvaluations_eng
297.	SPSS_FY08Q2_Mar10_MemoPAYGFrmlsMLSI_arm
298.	SPSS_FY08Q2_Mar10_MemoPAYGFrmlsMLSI_eng
299.	SPSS_FY08Q2_Mar10_ResponseLOI_arm
300.	SPSS_FY08Q2_Mar10_ResponseLOI_eng
301.	SPSS_FY08Q2_Mar10_ToolsForSuccess_eng
302.	SPSS_FY08Q3_Mar10_ToolsForSuccess_arm
303.	SPSS_FY08Q2_Mar11_EmployerSurveyRpt_eng
304.	SPSS_FY08Q2_Mar12_PerfMeasTrEvRpt_eng
305.	SPSS_FY08Q2_Mar12_ProposedPerfMeas_arm
306.	SPSS_FY08Q2_Mar12_ProposedPerfMeas_eng
307.	SPSS_FY08Q2_Mar12_M&E_elderly_services_eng
308.	SPSS_FY08Q2_Mar12_M&E_elderly_services_arm

309.	SPSS_FY08Q2_Mar12_M&E-orphanag.
310.	SPSS_FY08Q2_Mar12_M&E-orphanag-arm
311.	SPSS_FY08Q2_Mar13_M&E_soc.assist. eng
312.	SPSS_FY08Q2_Mar13_ME_soc assist _arm
313.	SPSS_FY08Q2_Mar13_ME_SocInsurance_arm
314.	SPSS_FY08Q2_Mar13_ME_soc insurance eng
315.	SPSS_FY08Q2_Mar14_SESAPanningSession_arm
316.	SPSS_FY08Q2_Mar14_SESAPanningSession_eng
317.	SPSS_FY08Q2_Mar14_SESAPlanSessionEmergingThemes_arm
318.	SPSS_FY08Q2_Mar14_SESAPlanSessionEmergingThemes_eng
319.	SPSS_FY08Q2_Mar14_SESAPlanSessionHndts125678_arm
320.	SPSS_FY08Q2_Mar14_SESAPlanSessionHndts125678_eng
321.	SPSS_FY08Q2_Mar14_SESAPlanSessionQuestionnaires_arm
322.	SPSS_FY08Q2_Mar14_SESAPlanSessionQuestionnaires_eng
323.	SPSS_FY08Q2_Mar14_SocialSeminarAlexSardar_eng
324.	SPSS_FY08Q2_Mar17_CommonFamconcpaper eng
325.	SPSS_FY08Q2_Mar17_CoversheetforDepchild-eng
326.	SPSS_FY08Q2_Mar17_eGovStudyTourCTOApproval_eng
327.	SPSS_FY08Q2_Mar17_eGovStudyTourMemo eng
328.	SPSS_FY08Q2_Mar17_InterimReport_RenovationofNILSR
329.	SPSS_FY08Q2_Mar17_JobSearch_arm
330.	SPSS_FY08Q2_Mar17_JobSearch eng
331.	SPSS_FY08Q2_Mar17_MLSIcommunication groupTOR eng
332.	SPSS_FY08Q2_Mar17_QuestionnaireHH_eng
333.	SPSS_FY08Q2_Mar17_QuestionnaireInd_eng
334.	SPSS_FY08Q2_Mar17_traininghandout1_arm
335.	SPSS_FY08Q2_Mar17_traininghandout1_eng
336.	SPSS_FY08Q2_Mar17_traininghandout2_arm
337.	SPSS_FY08Q2_Mar17_CommonFamconcpaper_arm
338.	SPSS_FY08Q2_Mar18_CusikExitRpt
339.	SPSS_FY08Q2_Mar19_Carl Ulbricht Exit Report
340.	SPSS_FY08Q2_Mar19_DataSourcesSocialRep_arm
341.	SPSS_FY08Q2_Mar19_DataSourcesSocialRep eng
342.	SPSS_FY08Q2_Mar19_Labordataajorjournalists_arm
343.	SPSS_FY08Q2_Mar19_Labordataajorjournalists eng
344.	SPSS_FY08Q2_Mar19_SESAStrPlanningEventReport eng
345.	SPSS_FY08Q2_Mar19_SLIREbrandingProposal
346.	SPSS_FY08Q2_Mar20_APPENDIX1LATVIASLIAnnualRpt_eng
347.	SPSS_FY08Q2_Mar20_APPENDIX2DutchSLIAnnualRpt eng
348.	SPSS_FY08Q2_Mar20_CommSocPlanningTrainingRpt eng
349.	SPSS_FY08Q2_Mar20_DatabaseDesign_rus
350.	SPSS_FY08Q2_Mar20_DevImplRevMethodology_arm
351.	SPSS_FY08Q2_Mar20_DevImplRevMethodology eng
352.	SPSS_FY08Q2_Mar20_LaborForceClassific_arm
353.	SPSS_FY08Q2_Mar20_SLIAnnualReportDraft_arm

354.	SPSS_FY08Q2_Mar20_SLIAnnualReportDraft_eng
355.	SPSS_FY08Q2_Mar20_UnemployedArticleNYT_arm
356.	SPSS_FY08Q2_Mar20_UnemploymentNewsLeads_arm
357.	SPSS_FY08Q2_Mar20_WritingNews_arm
358.	SPSS_FY08Q2_Mar21_MediaTrainingRpt_eng
359.	SPSS_FY08Q2_Mar21_SocialSeminarBarbAndreozzi_eng
360.	SPSS_FY08Q2_Mar22_Assesspecschools_eng
361.	SPSS_FY08Q2_Mar24_ConceptpaperonM&E_eng
362.	SPSS_FY08Q2_Mar24_JobSearchTrainingRpt
363.	SPSS_FY08Q2_Mar25_M&EBriefingPaperMLSI_arm
364.	SPSS_FY08Q2_Mar25_M&EBriefingPaperMLSI_eng
365.	SPSS_FY08Q2_Mar25_ARAKS&PARNASInfoRequestMemo_eng
366.	SPSS_FY08Q2_Mar27_NILSRPresentArmentelSPSS_arm
367.	SPSS_FY08Q2_Mar27_NILSRPresentArmentelSPSS_eng
368.	SPSS_FY08Q2_Mar27_TomIvoryExitReport_eng
369.	SPSS_FY08Q2_Mar28_Comp3YearlyPlanbyMLSI_arm
370.	SPSS_FY08Q2_Mar28_ListofLithuanianLaborlaws_arm_eng
371.	SPSS_FY08Q2_Mar31_Indexn&lowEligibHighreprate_engl
372.	SPSS_FY08Q2_Mar31_ExitRptMacKellarDec22_eng
373.	SPSS_FY08Q2_Mar31_ExitRptMacKellarFeb16_eng
374.	SPSS_FY08Q2_Mar31_ExitRptMacKellarJan19_eng
375.	SPSS_FY08Q2_Mar31_Indexn&lowEligib_arm
376.	SPSS_FY08Q2_Mar31_Indexn&lowEligib_eng
377.	SPSS_FY08Q2_Mar31_Indexn&lowEligib_engl
378.	SPSS_FY08Q2_Mar31_Indexn&lowEligibHighreprate_arm
379.	SPSS_FY08Q2_Mar31_Indexn&lowEligibHighreprate_eng
380.	SPSS_FY08Q2_Mar3_Transl_8-9PartsWhitePaper_eng
381.	
382.	SPSS_FY08Q3_Apr1_IndexnLowEligtyHighRplst_arm
383.	SPSS_FY08Q3_Apr1_IndexnLowEligtyHighRplst_eng
384.	SPSS_FY08Q3_Apr1_IndexnLowEligtyHighRplst_arm
385.	SPSS_FY08Q3_Apr1_IndexnLowEligtyHighRplst_eng
386.	SPSS_FY08Q3_Apr03_Granteenarrativerereport_eng
387.	SPSS_FY08Q3_Apr03_QuestionnaireNGOsurvey_arm
388.	SPSS_FY08Q3_Apr03_QuestionnaireNGOsurvey_eng
389.	SPSS_FY08Q3_Apr03_Granteenarrativerereport_eng
390.	SPSS_FY08Q3_Apr03_QuestionnaireNGOsurvey_arm
391.	SPSS_FY08Q3_Apr03_QuestionnaireNGOsurvey_eng
392.	SPSS_FY08Q3_Apr4_SPSSQuartRpt_eng
393.	SPSS_FY08Q3_Apr4_memobackgrounder
394.	SPSS_FY08Q3_Apr4_memobackgrounder
395.	SPSS_FY08Q3_Apr7_Bortmantrhandout1_eng
396.	SPSS_FY08Q3_Apr07_RuralLMCompAnalysis_arm
397.	SPSS_FY08Q3_Apr07_RuralLMCompAnalysis_eng
398.	SPSS_FY08Q3_Apr07_RuralLMSurveymatrix_arm

399.	SPSS_FY08Q3_Apr07_RuralLMSurveymatrix_eng
400.	SPSS_FY08Q3_Apr7_Bortmantrhandout1_arm
401.	SPSS_FY08Q3_Apr7_Bortmantrhandout1_arm
402.	SPSS_FY08Q3_Apr7_Bortmantrhandout1_eng
403.	SPSS_FY08Q3_Apr07_RuralLMCompAnalysis_arm
404.	SPSS_FY08Q3_Apr07_RuralLMCompAnalysis_eng
405.	SPSS_FY08Q3_Apr07_RuralLMSurveymatrix_arm
406.	SPSS_FY08Q3_Apr07_RuralLMSurveymatrix_eng
407.	SPSS_FY08Q3_Apr8_CommConceptPaperM&E_arm
408.	SPSS_FY08Q3_Apr8_CommConceptPaperM&E_eng
409.	SPSS_FY08Q3_Apr8_MTEDEngneedsassessdatabase
410.	SPSS_FY08Q3_Apr8_MTEDEngneedsassessreport_arm
411.	SPSS_FY08Q3_Apr8_PenAssetsPropRights_arm
412.	SPSS_FY08Q3_Apr8_PenAssetsPropRights_eng
413.	SPSS_FY08Q3_Apr8_PenSysAct_eng
414.	SPSS_FY08Q3_Apr8_CommConceptPaperM&E_arm
415.	SPSS_FY08Q3_Apr8_CommConceptPaperM&E_eng
416.	SPSS_FY08Q3_Apr8_MTEDEngneedsassessdatabase
417.	SPSS_FY08Q3_Apr8_MTEDEngneedsassessreport_arm
418.	SPSS_FY08Q3_Apr8_PenAssetsPropRights_arm
419.	SPSS_FY08Q3_Apr8_PenAssetsPropRights_eng
420.	SPSS_FY08Q3_Apr8_PenSysAct_eng
421.	SPSS_FY08Q3_Apr9_Comp1FY08Q2Q3Q4Workplan_arm
422.	SPSS_FY08Q3_Apr9_Comp1FY08Q2Q3Q4Workplan_eng
423.	SPSS_FY08Q3_Apr9_SocialSeminarCarlUlbricht_eng
424.	SPSS_FY08Q3_Apr9_SocialSeminarCUMaterial_eng
425.	SPSS_FY08Q3_Apr9_SocInsBudget_eng
426.	SPSS_FY08Q3_Apr9_Comp1FY08Q2Q3Q4Workplan_arm
427.	SPSS_FY08Q3_Apr9_Comp1FY08Q2Q3Q4Workplan_eng
428.	SPSS_FY08Q3_Apr9_SocialSeminarCarlUlbricht_eng
429.	SPSS_FY08Q3_Apr9_SocialSeminarCUMaterial_eng
430.	SPSS_FY08Q3_Apr9_SocInsBudget_eng
431.	SPSS_FY08Q3_Apr10_PensionsLawDraft_arm
432.	SPSS_FY08Q3_Apr10_PensionsLawDraft_arm
433.	SPSS_FY08Q3_Apr14_pressrelease12_arm
434.	SPSS_FY08Q3_Apr14_pressrelease12_eng
435.	SPSS_FY08Q3_Apr14_VGMsurveypresentation_arm
436.	SPSS_FY08Q3_Apr14_VGMsurveypresentation_eng
437.	SPSS_FY08Q3_Apr14_pressrelease12_arm
438.	SPSS_FY08Q3_Apr14_pressrelease12_eng
439.	SPSS_FY08Q3_Apr14_VGMsurveypresentation_arm
440.	SPSS_FY08Q3_Apr14_VGMsurveypresentation_eng
441.	SPSS_FY08Q3_Apr15_Apriltrainingevaluations_eng
442.	SPSS_FY08Q3_Apr15_CBAMemo_PensionLaw_eng
443.	SPSS_FY08Q3_Apr15_ChptrIGenProvs_eng

444.	SPSS_FY08Q3_Apr15_OSHMISHandbook_arm
445.	SPSS_FY08Q3_Apr15_OSHMISHandbook_eng
446.	SPSS_FY08Q3_Apr15_Apriltrainingevaluations_eng
447.	SPSS_FY08Q3_Apr15_CBAMemo_PensionLaw_eng
448.	SPSS_FY08Q3_Apr15_ChptrIGenProvs_eng
449.	SPSS_FY08Q3_Apr15_OSHMISHandbook_arm
450.	SPSS_FY08Q3_Apr15_OSHMISHandbook_eng
451.	SPSS_FY08Q3_Apr16_VGMsurveyreport
452.	SPSS_FY08Q3_Apr16_VGMsurveyreport
453.	SPSS_FY08Q3_Apr18_ExplnFrmsModAssmptn_engl
454.	SPSS_FY08Q3_Apr18_ExplnFrmsModAssmptn_arm
455.	SPSS_FY08Q3_Apr18_KeyIndFinLowElHighRep_arm
456.	SPSS_FY08Q3_Apr18_KeyIndFinLowElHighRep_eng
457.	SPSS_FY08Q3_Apr18_ExplnFrmsModAssmptn_engl
458.	SPSS_FY08Q3_Apr18_ExplnFrmsModAssmptn_arm
459.	SPSS_FY08Q3_Apr18_KeyIndFinLowElHighRep_arm
460.	SPSS_FY08Q3_Apr18_KeyIndFinLowElHighRep_eng
461.	SPPP_FY08Q3_Apr21_CarlUlbrichtExitRpt_eng
462.	SPPP_FY08Q3_Apr21_CarlUlbrichtExitRpt_eng
463.	SPSS_FY08Q3_Apr21_9TpsPenSysTable_eng
464.	SPSS_FY08Q3_Apr21_EmplSoc2007Report
465.	SPSS_FY08Q3_Apr21_EUEmployComplianceReview_eng
466.	SPSS_FY08Q3_Apr21_PolicyDiscussSeminar_eng
467.	SPSS_FY08Q3_Apr21_PolicyDiscussSeminarArticle_eng
468.	SPSS_FY08Q3_Apr21_SocialAssistanceLawAnalysis_arm
469.	SPSS_FY08Q3_Apr21_SocialAssistanceLawAnalysis_eng
470.	SPSS_FY08Q3_Apr21_STSLetterUSAID_eng
471.	SPSS_FY08Q3_Apr21_UpdatePRef_eng
472.	SPSS_FY08Q3_Apr22_EACSESA
473.	SPSS_FY08Q3_Apr23_EmplSrvPrivateOrgQuestion_arm
474.	SPSS_FY08Q3_Apr23_EmplSrvPrivateOrgQuestion_eng
475.	SPSS_FY08Q3_Apr23_EmplSrvStateOrgQuestion_arm
476.	SPSS_FY08Q3_Apr23_EmplSrvStateOrgQuestion_eng
477.	SPSS_FY08Q3_April23_ImplmntnPillar2_eng
478.	SPSS_FY08Q3_Apr25_Bortmantrhandout2_arm
479.	SPSS_FY08Q3_Apr25_CollectiveBargin_eng
480.	SPSS_FY08Q3_Apr28_Estoniadraftreport_eng
481.	SPSS_FY08Q3_Apr28_EstoniaST_report_eng
482.	SPSS_FY08Q3_Apr28_MinHealthSanitaryHygenicNorms_eng
483.	SPSS_FY08Q3_Apr28_socservcommtrbckgrnder
484.	SPSS_FY08Q3_Apr29_SocPartnrshpLegFrmw_arm
485.	SPSS_FY08Q3_Apr29_SocPartnrshpLegFrmw_eng
486.	SPSS_FY08Q3_Apr30_E-signaturePart1
487.	SPSS_FY08Q3_Apr30_E-signaturePart2
488.	SPSS_FY08Q3_Apr30_JTomarExitReport

489.	SPSS_FY08Q3_Apr30_projectbriefing
490.	SPSS_FY08Q3_Apr30_SocialSeminarPatriciaBortman2_eng
491.	SPSS_FY08Q3_May2_LetterMinJust_arm
492.	SPSS_FY08Q3_May3-9_MacedKosovoTripRpt_PDIF_At#6
493.	SPSS_FY08Q3_May3-9_MacedKosovoTripRpt_RuzhdiTax_At#12
494.	SPSS_FY08Q3_May3-9_MacedKosovoTripRptAdrianZalliPres-n_At#10
495.	SPSS_FY08Q3_May3-9_MacedKosovoTripRptBurimRatkocPres-n_At#11
496.	SPSS_FY08Q3_May3-9_MacedKosovoTripRptMAPASpres-n_At#7
497.	SPSS_FY08Q3_May3-9_MacedKosovoTripRptMLSPpres-n_At#5
498.	SPSS_FY08Q3_May3-9_MacedKosovoTripRptPetRadclCollnModel_At#8
499.	SPSS_FY08Q3_May5_brainstorhandII_arm
500.	SPSS_FY08Q3_May5_brainstorhandII_eng
501.	SPSS_FY08Q3_May5_CommunityAssessment-arm1
502.	SPSS_FY08Q3_May5_CommunityAssessment-eng
503.	SPSS_FY08Q3_May5_consensushandIII_arm
504.	SPSS_FY08Q3_May5_consensushandIII_eng
505.	SPSS_FY08Q3_May5_EnvAnalysisQuestion_arm
506.	SPSS_FY08Q3_May5_EnvAnalysisQuestion_eng
507.	SPSS_FY08Q3_May5_groundruleshandI_arm
508.	SPSS_FY08Q3_May5_groundruleshandI_eng
509.	SPSS_FY08Q3_May5_NILSRPresentationArmentel SPSS_arm
510.	SPSS_FY08Q3_May5_NILSRPresentationArmentelSPSS_eng
511.	SPSS_FY08Q3_May5_prebrainstorhand1_arm
512.	SPSS_FY08Q3_May5_prebrainstormhand1_eng
513.	SPSS_FY08Q3_May5_psessionfacilitatortraining_arm
514.	SPSS_FY08Q3_May5_psessionfacilitatortraining_eng
515.	SPSS_FY08Q3_May5_SSSSAsstRecoms_arm
516.	SPSS_FY08Q3_May5_SSSSAsstRecoms_eng
517.	SPSS_FY08Q3_May7_SocialSeminarPatriciaBortman2_eng
518.	SPSS_FY08Q3_May8_ProcessMaps
519.	SPSS_FY08Q3_May12_CommAssesmSocServTrngRpt_eng
520.	SPSS_FY08Q3_May13_EUPractGuideTransl_arm
521.	SPSS_FY08Q3_May13_LithColAgreement_arm
522.	SPSS_FY08Q3_May13_LithColAgreement_eng
523.	SPSS_FY08Q3_May13_ViewsWP_PenRef_RA_arm
524.	SPSS_FY08Q3_May13_ViewsWP_PenRef_RA_eng
525.	SPSS_FY08Q3_May14_Pillar2WorkProcLizC_eng&arm
526.	SPSS_FY08Q3_May14_SocialSeminarKHartwell_eng
527.	SPSS_FY08Q3_May15_NSEngproposal
528.	SPSS_FY08Q3_May15_ProjMngtHandt_arm
529.	SPSS_FY08Q3_May15_ProjMngtHandt_eng
530.	SPSS_FY08Q3_May15_ProjMngtHandtEmplt_arm
531.	SPSS_FY08Q3_May15_ProjMngtHandtEmplt_eng
532.	SPSS_FY08Q3_May15_ProjMngtLizC_arm
533.	SPSS_FY08Q3_May15_ProjMngtLizC_eng

534.	SPSS_FY08Q3_Jun2_May16PolicyImplications_arm
535.	SPSS_FY08Q3_Jun2_May16PolicyImplications_eng
536.	SPSS_FY08Q3_May16_CreatingOSHRegulationsCHTT_eng
537.	SPSS_FY08Q3_May16_SSSSHandout_arm
538.	SPSS_FY08Q3_May16_SSSSHandout_eng
539.	SPSS_FY08Q3_Jun2_May19_21CopyForeignLaws_arm
540.	SPSS_FY08Q3_Jun2_May19_21CopyForeignLaws_eng
541.	SPSS_FY08Q3_Jun2_May19_21ElemLegisIDraft_AThorpe_eng&arm
542.	SPSS_FY08Q3_Jun2_May19_21Principal Constraints_arm
543.	SPSS_FY08Q3_Jun2_May19_21Principal Constraints_eng
544.	SPSS_FY08Q3_Jun2_May19_bill to law_AnnaH_arm
545.	SPSS_FY08Q3_Jun2_May19_bill to law_AnnaH_eng
546.	SPSS_FY08Q3_May19_CollectiveBargainFinal_arm
547.	SPSS_FY08Q3_May19_CollectiveBargainFinal_eng
548.	SPSS_FY08Q3_May19_InspectOptionPaper_eng
549.	SPSS_FY08Q3_May20_USAIDMLSIGendeConferenceTrainRpt
550.	SPSS_FY08Q3_May20_ViolPreliminResult_eng
551.	SPSS_FY08Q3_May21_ToRStrategy_arm
552.	SPSS_FY08Q3_May21_ToRStrategy_eng
553.	SPSS_FY08Q3_May25_DisRegIS_Rev1.1_eng
554.	SPSS_FY08Q3_May26_SwedishLMOutlook_arm
555.	SPSS_FY08Q3_May26_SwedishLMOutlook_eng
556.	SPSS_FY08Q3_May26_SwedishLMOutlook_arm
557.	SPSS_FY08Q3_May26_SwedishLMOutlook_eng
558.	SPSS_FY08Q3_May27_Dislocated WkrChklst_arm
559.	SPSS_FY08Q3_May27_Dislocated WkrChklst_eng
560.	SPSS_FY08Q3_May27_Dislocated WkrChklst_arm
561.	SPSS_FY08Q3_May27_Dislocated WkrChklst_eng
562.	SPSS_FY08Q3_May27_DislocatedWkrChklst_eng
563.	SPSS_FY08Q3_May27_MidTermRptMissArmeniaNGO_eng
564.	SPSS_FY08Q3_Jun1_pressrelease13_arm
565.	SPSS_FY08Q3_Jun1_pressrelease13_eng
566.	SPSS_FY08Q3_Jun1_JobClub_EventReport_eng
567.	SPSS_FY08Q3_Jun2_AndreozziExitReportMay_eng
568.	SPSS_FY08Q3_Jun2_CaseLawDigest_arm
569.	SPSS_FY08Q3_Jun2_CaseLawDigest_eng
570.	SPSS_FY08Q3_Jun2_CharterReport2007_arm
571.	SPSS_FY08Q3_Jun2_CharterReport2007_eng
572.	SPSS_FY08Q3_Jun2_CreatingOSHRegulationsCHTT_arm
573.	SPSS_FY08Q3_Jun2_CreatingOSHRegulationsCHTT_eng
574.	SPSS_FY08Q3_Jun2_DocFlow_MIS_Eng
575.	SPSS_FY08Q3_Jun02_EmplRelHandouts_arm
576.	SPSS_FY08Q3_Jun02_EmplRelHandouts_eng
577.	SPSS_FY08Q3_Jun2_GovPensionMeet-g_eng
578.	SPSS_FY08Q3_Jun2_HandlAdjustmDisStrMngmntTrRpt_eng

579.	SPSS_FY08Q3_Jun2_InformationSecurity_eng
580.	SPSS_FY08Q3_Jun02_JobClub_EventReport_eng
581.	SPSS_FY08Q3_Jun02_JobClubEventReport_eng
582.	SPSS_FY08Q3_Jun02_JobClubHandouts_arm
583.	SPSS_FY08Q3_Jun02_JobClubHandouts_eng
584.	SPSS_FY08Q3_Jun02_JobClubsTypes&Purpose_arm
585.	SPSS_FY08Q3_Jun02_JobClubsTypes&Purpose_eng
586.	SPSS_FY08Q3_Jun2_JournTrain_SocIssuesCvrgCurr_eng
587.	SPSS_FY08Q3_Jun2_JournTrain_SocIssuesCvrgTableSum_eng
588.	SPSS_FY08Q3_Jun2_KPSTFAQ_arm
589.	SPSS_FY08Q3_Jun2_KPSTFAQ_eng
590.	SPSS_FY08Q3_Jun2_LIISRecomendations_arm
591.	SPSS_FY08Q3_Jun2_LIISRecomendations_eng
592.	SPSS_FY08Q3_Jun2_PatBortmanExitRpt_eng
593.	SPSS_FY08Q3_Jun2_Project_Quality_Manag_eng
594.	SPSS_FY08Q3_Jun2_SocEthicscode_arm
595.	SPSS_FY08Q3_Jun2_SocEthicscode_eng
596.	SPSS_FY08Q3_Jun2_SocProtectArmMLSIbooklet_eng
597.	SPSS_FY08Q3_Jun2_SSSSAsstFinalJonT_arm
598.	SPSS_FY08Q3_Jun2_SSSSAsstFinalJonT_eng
599.	SPSS_FY08Q3_Jun2_SSSSDDEventRprtMay8_eng
600.	SPSS_FY08Q3_Jun2_StrAnalysisParnasJonT_eng
601.	SPSS_FY08Q3_Jun2_STTAExitReport_MacKellar
602.	SPSS_FY08Q3_Jun2_USAIDMLSIGenderConferenceTrainRpt
603.	SPSS_FY08Q3_Jun2_USAIDSPSSFieldTripRpt
604.	SPSS_FY08Q3_Jun02_JobClubEventReport_eng
605.	SPSS_FY08Q3_Jun2_NCO
606.	SPSS_FY08Q3_Jun2_SocialCharterReportinform_engl
607.	SPSS_FY08Q3_Jun2_SocialCharterReportinform_arml
608.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_arm
609.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_eng
610.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_arm
611.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_eng
612.	SPSS_FY08Q3_Jun2_May19-21InternAgrs_AM_arm
613.	SPSS_FY08Q3_Jun2_May19-21InternAgrs_AM_eng
614.	SPSS_FY08Q3_Jun2_May19-21LawMakngPrsAThorpe_arm_eng
615.	SPSS_FY08Q3_Jun2_May19-21LegDrafLegRefFSUAT_eng&arm
616.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_arm
617.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_eng
618.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_arm
619.	SPSS_FY08Q3_Jun2_May19-21LegalActs_Ars&Siran_eng
620.	SPSS_FY08Q3_Jun2_May19-21InternAgrs_AM_arm
621.	SPSS_FY08Q3_Jun2_May19-21InternAgrs_AM_eng
622.	SPSS_FY08Q3_Jun2_May19-21LawMakngPrsAThorpe_arm_eng
623.	SPSS_FY08Q3_Jun2_May19-21LegDrafLegRefFSUAT_eng&arm

624.	SPSS_FY08Q3_Jun3_EconomicViolenceArticlefromNewspaper
625.	SPSS_FY08Q3_Jun3_EconViolence_NewsArticle_eng
626.	SPSS_FY08Q3_Jun3_LCusickExitRpt
627.	SPSS_FY08Q3_Jun4_AndreozziForcefieldAnalysis_arm
628.	SPSS_FY08Q3_Jun4_AndreozziForcefieldAnalysis_eng
629.	SPSS_FY08Q3_Jun4_AndreozziJamajcase_arm
630.	SPSS_FY08Q3_Jun4_AndreozziNorNorqvision
631.	SPSS_FY08Q3_Jun4_AndreozziPlanningchart_eng
632.	SPSS_FY08Q3_Jun4_AndreozziSocServicesProjects_eng
633.	SPSS_FY08Q3_Jun4_CoversheetdocforConcpaper_eng
634.	SPSS_FY08Q3_Jun4_EmplAndGender_arm
635.	SPSS_FY08Q3_Jun4_EmplAndGender_eng
636.	SPSS_FY08Q3_Jun4_AndreozziAssessmentII_arm
637.	SPSS_FY08Q3_Jun4_AndreozziAssessmentII_eng
638.	SPSS_FY08Q3_Jun4_AndreozziAlaverdiVision-eng
639.	SPSS_FY08Q3_Jun4_AndreozziArtikVision
640.	SPSS_FY08Q3_Jun4_AndreozziCaseStudyhand_arm
641.	SPSS_FY08Q3_Jun4_AndreozziCaseStudyhand_eng
642.	SPSS_FY08Q3_Jun4_AndreozziContinuumCarehand_arm
643.	SPSS_FY08Q3_Jun4_AndreozziContinuumcarehand_eng
644.	SPSS_FY08Q3_Jun4_GoalPlan_eng
645.	SPSS_FY08Q3_Jun4_SocServicesProjects_eng
646.	SPSS_FY08Q3_Jun5_Legislatedrafting_arm
647.	SPSS_FY08Q3_Jun5_Legislatedrafting_eng
648.	SPSS_FY08Q3_Jun05_SESASrPIHandout6_arm
649.	SPSS_FY08Q3_Jun05_SESASrPIHandout6_eng
650.	SPSS_FY08Q3_Jun05_SESASrPIHandout9_arm
651.	SPSS_FY08Q3_Jun05_SESASrPISessionHandouts_arm
652.	SPSS_FY08Q3_Jun05_SESASrPISessionHandouts_eng
653.	SPSS_FY08Q3_Jun5_TrngrptFirstJuneSym_eng
654.	SPSS_FY08Q3_Jun6_JournTrain_SocIssues_pres-n_arm
655.	SPSS_FY08Q3_Jun06_SESAPanningSession_arm
656.	SPSS_FY08Q3_Jun06_SESAPanningSession_eng
657.	SPSS_FY08Q3_Jun7_STTAAExitReport_AThorpe
658.	SPSS_FY08Q3_Jun8_LegDraftRprt_eng
659.	SPSS_FY08Q3_Jun09_EmployerRelations_arm
660.	SPSS_FY08Q3_Jun09_EmployerRelations_eng
661.	SPSS_FY08Q3_Jun10_MacedKosovoTripRprt_eng
662.	SPSS_FY08Q3_Jun10_SocProfONET_arm
663.	SPSS_FY08Q3_Jun10_SocProfONET_eng
664.	SPSS_FY08Q3_Jun11_ComsWPLenaZ_eng
665.	SPSS_FY08Q3_Jun11_eGovernBestPrac_eng
666.	SPSS_FY08Q3_Jun11_EGovernBestPrac_rus
667.	SPSS_FY08Q3_Jun11_UpdatePensionRef_eng
668.	SPSS_FY08Q3_Jun12_SESASrPlanningEventReport_eng

669.	SPSS_FY08Q3_Jun12_WebPortalEvalCriteria_arm
670.	SPSS_FY08Q3_Jun12_Integration_BestPrac_eng
671.	SPSS_FY08Q3_Jun12_Integration_BestPrac_rus
672.	SPSS_FY08Q3_Jun12_MLSI_BookletSPSSTransl.editing
673.	SPSS_FY08Q3_Jun12_MLSIbooklet_eng
674.	SPSS_FY08Q3_Jun14_AsstWPAudroneM_eng
675.	SPSS_FY08Q3_Jun16_AndreozziExitReport
676.	SPSS_FY08Q3_Jun16_AndreozziTrainingReport
677.	SPSS_FY08Q3_Jun16_AudroneExitReport_eng
678.	SPSS_FY08Q3_Jun16_CmmConcPapPrevDisVilChild_arm
679.	SPSS_FY08Q3_Jun16_CmmConcPapPrevDisVilChild_eng
680.	SPSS_FY08Q3_Jun16_MicheGrantExitReportJobClub_doc
681.	SPSS_FY08Q3_Jun18_Final table with old_new scenario_arm.engl
682.	SPSS_FY08Q3_Jun18_Explnfolastmodelassumptions_arm
683.	SPSS_FY08Q3_Jun18_Explnfolastmodelassumptions_engl
684.	SPSS_FY08Q3_Jun19_EmplFocusGroups_arm
685.	SPSS_FY08Q3_Jun19_Final table with old_new scenario_arm.engl
686.	SPSS_FY08Q3_Jun19_RFPIndLivSkill_arm
687.	SPSS_FY08Q3_Jun19_RFPIndLivSkill_eng
688.	SPSS_FY08Q3_Jun19_SocEntRFP_arm
689.	SPSS_FY08Q3_Jun19_SocEntRFP_eng
690.	SPSS_FY08Q3_Jun20_JournTrainFamilyBenefit_pres-n_eng
691.	SPSS_FY08Q3_Jun20_pressrelease14_arm
692.	SPSS_FY08Q3_Jun20_pressrelease14_eng
693.	SPSS_FY08Q3_Jun23_VStaceyExitRpt_eng
694.	SPSS_FY08Q3_Jun23_FinalTableWithOldNewScenario_arm.engl
695.	SPSS_FY08Q3_Jun25_EmplRelEventReport_eng
696.	SPSS_FY08Q3_Jun25_InternExpImplArmRprt_eng
697.	SPSS_FY08Q3_Jun26_ActionPlanforSESAStrPlan_arm
698.	SPSS_FY08Q3_Jun26_InspectionReformSCHEDULE_eng
699.	SPSS_FY08Q3_Jun26_NILSRsuccesssstory_arm
700.	SPSS_FY08Q3_Jun26_NILSRsuccesssstory_eng
701.	SPSS_FY08Q3_Jun26_ActionPlanforSESAStrPlan_eng
702.	SPSS_FY08Q3_Jun26_Estoniasuccesssstory
703.	SPSS_FY08Q3_Jun26_Estoniasuccesssstory_arm
704.	SPSS_FY08Q3_Jun26_InspectionReformSCHEDULE_arm
705.	SPSS_FY08Q3_Jun27_ComPrtshpCode_arm
706.	SPSS_FY08Q3_Jun27_JournTrainViolence_pres-n_arm
707.	SPSS_FY08Q3_Jun27_JourntrainViolencePresent_eng
708.	SPSS_FY08Q3_Jun27_DwightSteeleExitRpt_eng
709.	SPSS_FY08Q3_Jun27_JournTrainViolencePresent_arm
710.	SPSS_FY08Q3_Jun30_CollectiveAgreementProcedures_arm
711.	SPSS_FY08Q3_Jun30_CollectiveAgreementProcedures_eng
712.	SPSS_FY08Q3_Jun30_E-GovTrainingRpt_eng
713.	SPSS_FY08Q3_Jun30_FamilyBenefitexplnote_eng

714.	SPSS_FY08Q3_Jun30_MLSI-MTEF2009-2011_BudgConsult_arm
715.	SPSS_FY08Q3_Jun30_ModelAssumpDescrptNote_eng
716.	SPSS_FY08Q3_Jun30_STSletter_PositionPR_eng
717.	SPSS_FY08Q3_Jun30_Transl_PrMinDecisionMLSILeadership_eng
718.	SPSS_FY08Q3_Jun30_Transl_STSletter_PositionPR_eng
719.	SPSS_FY08Q3_Jun30_MLSIStrasburgConferenceReport_eng
720.	SPSS_FY08Q4_Aug4_CASESTUDYKUSIAK_eng
721.	SPSS_FY08Q4_Sep1_Apr22_CBAMemoPensLaw1-2parts_arm
722.	SPSS_FY08Q4_Sep23_LawFundedPensArticles1-29_eng
723.	SPSS_FY08Q4_Sep23_LawFundedPensArticles1-29_arm
724.	SPSS_FY08Q4_Sep1_Apr22_CBAMemo_PensLawPart4_eng
725.	SPSS_FY08Q4_Jul1_BlgDmgrphyPolicy_arm
726.	SPSS_FY08Q4_Jul01_NILSRbeforeafter_arm
727.	SPSS_FY08Q4_Jul01_NILSRbeforeafter_eng
728.	SPSS_FY08Q4_Jul1-BlgDmgrphyPolicy_eng.doc
729.	SPSS_FY08Q4_Jul02_PublicRemunerationDiplom_eng
730.	SPSS_FY08Q4_July02_PublicRemunerationDiplom_arm
731.	SPSS_FY08Q4_Jul03_ICCstructure_arm
732.	SPSS_FY08Q4_Jul03_ICCstructure_eng
733.	SPSS_FY08Q4_Jul03_InspectionReforminLatviaSteps_arm
734.	SPSS_FY08Q4_Jul03_InspectionReforminLatviaSteps_eng
735.	SPSS_FY08Q4_Jul3_NILSRbeforeafter
736.	SPSS_FY08Q4_Jul3_NILSRbeforeafter_arm
737.	SPSS_FY08Q4_Jul3_NILSRconstrfactsheet
738.	SPSS_FY08Q4_Jul04_NILSRconstrFactSheet_arm
739.	SPSS_FY08Q4_Jul04_NILSRconstrFactSheet_eng
740.	SPSS_FY08Q4_Jul08_PnsinrsNo2009-2021_engarm
741.	SPSS_FY08Q4_Jul9_Progress2008forSESA_arm
742.	SPSS_FY08Q4_Jul09_AnalysisNGOLegisln_arm
743.	SPSS_FY08Q4_Jul09_AnalysisNGOLegisln_eng
744.	SPSS_FY08Q4_Jul10_Alaverdi_arm
745.	SPSS_FY08Q4_Jul10_Alaverdi_eng
746.	SPSS_FY08Q4_Jul10_Artik_arm
747.	SPSS_FY08Q4_Jul10_Artik_eng
748.	SPSS_FY08Q4_Jul10_DisabPartialPrivlgdPnsRevsd2009-2021
749.	SPSS_FY08Q4_Jul10_KeyIndcrsOldNewScenario_armeng
750.	SPSS_FY08Q4_Jul10_ListLegActsSocOutline_arm
751.	SPSS_FY08Q4_Jul10_ListLegActsSocOutline_eng
752.	SPSS_FY08Q4_Jul10_NLSIRSumRep_eng
753.	SPSS_FY08Q4_Jul10_NorNorq_arm
754.	SPSS_FY08Q4_Jul10_NorNorq_eng
755.	SPSS_FY08Q4_Jul10_Noubarashen_arm
756.	SPSS_FY08Q4_Jul10_Noubarashen_eng
757.	SPSS_FY08Q4_Jul12_RBAActionPlan_arm
758.	SPSS_FY08Q4_Jul12_RBAActionPlan_eng

759.	SPSS_FY08Q4_Jul13_TSGArmeniaSTTAExitReportKusiak
760.	SPSS_FY08Q4_Jul14_EmplforYouthCenter_arm
761.	SPSS_FY08Q4_Jul14_EmplforYouthCenter_eng
762.	SPSS_FY08Q4_Jul16_PerfMeasManual_arm
763.	SPSS_FY08Q4_Jul16_PerfMeasManual_eng
764.	SPSS_FY08Q4_Jul17_Parnas&E-ParnasJonT_arm
765.	SPSS_FY08Q4_Jul17_Parnas&E-ParnasJonT_eng
766.	SPSS_FY08Q4_Jul21_TripartiteRoundtableRpt
767.	SPSS_FY08Q4_Jul22_SecondSLItrainingatNILSR_arm
768.	SPSS_FY08Q4_Jul22_SecondSLItrainingatNILSR_eng
769.	SPSS_FY08Q4_Jul23_SecondSLItrainingatNILSR_arm
770.	SPSS_FY08Q4_Jul23_SecondSLItrainingatNILSR_eng
771.	SPSS_FY08Q4_Jul25_Journalistsawardceremony
772.	SPSS_FY08Q4_Jul25_PerfMeasuresEvRpt_eng
773.	SPSS_FY08Q4_Jul25_Trans_PRStrategyWP_eng
774.	SPSS_FY08Q4_July25_InsertDependwork(arm
775.	SPSS_FY08Q4_July25_InsertDependwork(eng
776.	SPSS_FY08Q4_July25_LegComContent_arm
777.	SPSS_FY08Q4_Jul28_RUEACooperation
778.	SPSS_FY08Q4_Jul30_Progress2008forSESA_eng
779.	SPSS_FY08Q4_Jul30_Annexes_eng
780.	SPSS_FY08Q4_Aug05_EmplStategy31_07_08VersionComments
781.	SPSS_FY08Q4_Aug1_JobSearchServiceDeliverySequence1_arm
782.	SPSS_FY08Q4_Aug1_JobSearchServiceDeliverySequence1_eng
783.	SPSS_FY08Q4_Aug1_LegComContent_arm
784.	SPSS_FY08Q4_Aug1_LegComContent_eng
785.	SPSS_FY08Q4_Aug01_AccesComRFP_arm
786.	SPSS_FY08Q4_Aug01_AccesComRFP_eng
787.	SPSS_FY08Q4_Aug1_JobSearch_arm
788.	SPSS_FY08Q4_Aug1_JobSearch_eng
789.	SPSS_FY08Q4_Aug1_JobSearchParticipantManual_arm
790.	SPSS_FY08Q4_Aug1_JobSearchParticipantManual_eng
791.	SPSS_FY08Q4_Aug4_AdvocacyStrategy_arm
792.	SPSS_FY08Q4_Aug4_ArmenianMediaList_eng
793.	SPSS_FY08Q4_Aug4_ArmenianSchoolsDatabase_eng
794.	SPSS_FY08Q4_Aug4_CASESTUDYKUSIAK_arm
795.	SPSS_FY08Q4_Aug04_CaseStudyKusiak_eng
796.	SPSS_FY08Q4_Aug4_ContactListOrgsArmenia_eng
797.	SPSS_FY08Q4_Aug4_CoverLetters&GuidelinestoWritingLetters_eng
798.	SPSS_FY08Q4_Aug4_Cultur-CommOrgs_eng
799.	SPSS_FY08Q4_Aug4_DiasporaArmNewspapers_eng
800.	SPSS_FY08Q4_Aug4_DiocesesofCatholicosateofCilicia_eng
801.	SPSS_FY08Q4_Aug4_DirectorofDevelopmnt_eng
802.	SPSS_FY08Q4_Aug4_FAMILYENDOWMENTS_eng
803.	SPSS_FY08Q4_Aug4_FamilyFoundations_eng

804.	SPSS_FY08Q4_Aug4_Foundation&NewsAlerts_eng
805.	SPSS_FY08Q4_Aug4_Fundraising&OrganizationalPR&SuccessStories_eng
806.	SPSS_FY08Q4_Aug4_GlossaryTermsforFundraising_eng
807.	SPSS_FY08Q4_Aug04_IndividualDonors_eng
808.	SPSS_FY08Q4_Aug4_INVESTOREMAILADDRESSES_eng
809.	SPSS_FY08Q4_Aug4_LinkstoOnlineLearningResources_eng
810.	SPSS_FY08Q4_Aug4_LocalBusinessmenProfiles_eng
811.	SPSS_FY08Q4_Aug4_MAcapbuildstrategy_eng
812.	SPSS_FY08Q4_Aug4_MAFinalReport_eng
813.	SPSS_FY08Q4_Aug4_MAODmanualSonaH_eng
814.	SPSS_FY08Q4_Aug4_MAPublicRelationsStrategy_arm
815.	SPSS_FY08Q4_Aug4_MAScheduleofTrainingActivities_eng
816.	SPSS_FY08Q4_Aug4_MASustainPresUSAID_eng
817.	SPSS_FY08Q4_Aug4_PartnersList_eng
818.	SPSS_F08YQ4_Aug4_CaseStudyKusiak_arm
819.	SPSS_FY08Q4_Aug4_PerfMeasManualRev_arm
820.	SPSS_FY08Q4_Aug4_PerfMeasManualRev_eng
821.	SPSS_FY08Q4_Aug4_PerfMeasPilotOfficeForm_arm
822.	SPSS_FY08Q4_Aug4_PerfMeasPilotOfficeForm_eng
823.	SPSS_FY08Q4_Aug4_PrelacyWestern&EasternParishes_eng
824.	SPSS_FY08Q4_Aug4_RussianArmenianDonors_eng
825.	SPSS_FY08Q4_Aug4_USDiasporaOrgsWorkinginArmenia_eng
826.	SPSS_FY08Q4_Aug4_Top80BusinessesinArmenia_eng
827.	SPSS_FY08Q4_Aug5_SuzannaYexitreport_eng
828.	SPSS_FY08Q4_Aug7_HAVAT_eng
829.	SPSS_FY08Q4_Aug07_EmplRelInput
830.	SPSS_FY08Q4_Aug08_SumRepTargeting_arm
831.	SPSS_FY08Q4_Aug8_SumRepTargeting_eng
832.	SPSS_FY08Q4_Aug12_FactSheet2008_eng
833.	SPSS_FY08Q4_Aug12_FactSheet_2008_eng
834.	SPSS_FY08Q4_Aug15_TIvoryExitRpt
835.	SPSS_FY08Q4_Aug19_EmplStratBaselineAnalysis_arm
836.	SPSS_FY08Q4_Aug20_Carl's RptOnComplOfLaborEmployLaws
837.	SPSS_FY08Q4_Aug20_EmplRelFocGroupsAnswers_arm
838.	SPSS_FY08Q4_Aug22_WorkPlanPresn_arm
839.	SPSS_FY08Q4_Aug22_WorkPlanPresn_eng
840.	SPSS_FY08Q4_Aug22_JobSearchTrEvRpt_eng
841.	SPSS_FY08Q4_Aug24_FactSheet2008_arm
842.	SPSS_FY08Q4_Aug24_FactSheet_arm
843.	SPSS_FY08Q4_Aug26_CommunityConceptSH_eng
844.	SPSS_FY08Q4_Aug29_BudgetConProcedureMTEF_eng
845.	SPSS_FY08Q4_Aug29_BudgetConProcedureregulation_eng
846.	SPSS_FY08Q4_Sep1_10YerSSSSofficsAsst_arm
847.	SPSS_FY08Q4_Sep1_10YerSSSSofficsAsst_eng
848.	SPSS_FY08Q4_Sep1_HAVAT_arm

849.	SPSS_FY08Q4_Sep1_HAVATsuccessStory_arm
850.	SPSS_FY08Q4_Sep1_HAVATsuccessStory_eng
851.	SPSS_FY08Q4_Sep1_JobSearchSummerSchoolWebarticle_eng
852.	SPSS_FY08Q4_Sep1_NGOLegAnalsSocPartnrshp_eng
853.	SPSS_FY08Q4_Sep2_IndLivSkillRegrLetter_eng
854.	SPSS_FY08Q4_Sep2_SocAssistActionMemo
855.	SPSS_FY08Q4_Sep2_SocEntMinutes_arm
856.	SPSS_FY08Q4_Sep2_SocEntMinutes_eng
857.	SPSS_FY08_Sep3_PAPGuidelineDraft_arm
858.	SPSS_FY08Q4_Sep3_PensRefPublAwarGuidelineDraft_arm
859.	SPSS_FY08Q4_Sep3_VGMsecondSLIsurvey_arm
860.	SPSS_FY08Q4_Sep3_VGMsecondSLIsurvey_eng
861.	SPSS_FY08Q4_Sep3_ToR_PersonifRecordIS_arm
862.	SPSS_FY08Q4_Sep3_ToR_PersonifRecordIS_eng
863.	SPSS_FY08_Sep4_PAPGuidelineDraft_eng
864.	SPSS_FY08Q4_Sep4_ComPartnershipBAndreozzi_arm
865.	SPSS_FY08Q4_Sep4_ComPartnershipBAndreozzi_eng
866.	SPSS_FY08Q4_Sep4_IndLivSkillActionMemo
867.	SPSS_FY08Q4_Sep4_LogicModelBAndreozzi_arm
868.	SPSS_FY08Q4_Sep4_PensRefPublAwarGuidelineDraft_eng
869.	SPSS_FY08Q4_Sep4_VTWPcomments_eng
870.	SPSS_FY08Q4_Sep5_GantChartBAndreozzi_eng
871.	SPSS_FY08Q4_Sep5_GantChartBAndreozzi_arm
872.	SPSS_FY08Q4_Sep5_GantChartTimeplanBAndreozzi_eng
873.	SPSS_FY08Q4_Sep5_LogicModelBAndreozzi_arm
874.	SPSS_FY08Q4_Sep5_LogicModelBAndreozzi_eng
875.	SPSS_FY08Q4_Sep9_AgeingStratActionMemo
876.	SPSS_FY08Q4_Sep10_LawFundedPens_parts123_arm
877.	SPSS_FY08Q4_Sep10_LawFundedPens_parts123_eng
878.	SPSS_FY08Q4_Sep11_ArmSocServAssesGuidebookBrief_eng
879.	SPSS_FY08Q4_Sep11_ArmSocServAssesGuidebookFinal_eng
880.	SPSS_FY08Q4_Sep11_HavatPresBkgrd
881.	SPSS_FY08Q4_Sep11_TrainingReport
882.	SPSS_FY08Q4_Sep12_BAndreozziExitRpt_eng
883.	SPSS_FY08Q4_Sep12_EmplStratBaselineAnalysis_eng
884.	SPSS_FY08Q4_Sep12_LawFundedPensStructure_arm
885.	SPSS_FY08Q4_Sep12_LawFundedPensStructure_eng
886.	SPSS_FY08Q4_Sep12_WPComments_eng
887.	SPSS_FY08Q4_Sep18_MIS_impl_planning_eng
888.	SPSS_FY08Q4_Sep18_EmplStrategySlides_arm
889.	SPSS_FY08Q4_Sep18_EmplStrategySlides_eng
890.	SPSS_FY08Q4_Sep19_ContrtoNSSsnapshot2007
891.	SPSS_FY08Q4_Sep19_WPComments_Appendix3
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894.	SPSS_FY08Q4_Sep23_TalkingPointsSRC
895.	SPSS_FY08Q4_Sep23_UpdatePensionRef_eng
896.	SPSS_FY08Q4_Sept23_MLSIWebSiteAnalis
897.	SPSS_FY08Q4_Sep24_DraftMDletter_eng
898.	SPSS_FY08Q4_Sep24_LinksDemocr&GovernObjectvs_eng
899.	SPSS_FY08Q4_Sep24_PRIS_meeting_notes_eng
900.	SPSS_FY08Q4_Sep24_USAID-SRCTATalkPoints_eng
901.	SPSS_FY08Q4_Sep24_WPComments_eng
902.	SPSS_FY08Q4_Sep23_EmplSurveyAnalysis25.09.08Version_arm
903.	SPSS_FY08Q4_Sep26_SocialPartnership_arm
904.	SPSS_FY08Q4_Sep26_SocialPartnership_eng
905.	SPSS_FY08Q4_Sep26_VTWPcomments_arm
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907.	SPSS_FY08Q4_Sep29_ImplPensRef_eng
908.	SPSS_FY08Q4_Sep29_PRWP-SPSS-FSDProjectsJointComments
909.	SPSS_FY08Q4_Sep29_SSSSRecomsSummary_arm
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912.	SPSS_FY08Q4_Sep30_SPSSBroshNew_arm
913.	SPSS_FY08Q4_Sept30_STTAExitReportMacKellar