

# Final Evaluation

***of the UN Women Project “Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms, Peace and Security in Ukraine”  
(May 2017 – February 2022)***

The Final Evaluation was conducted between May and November 2021

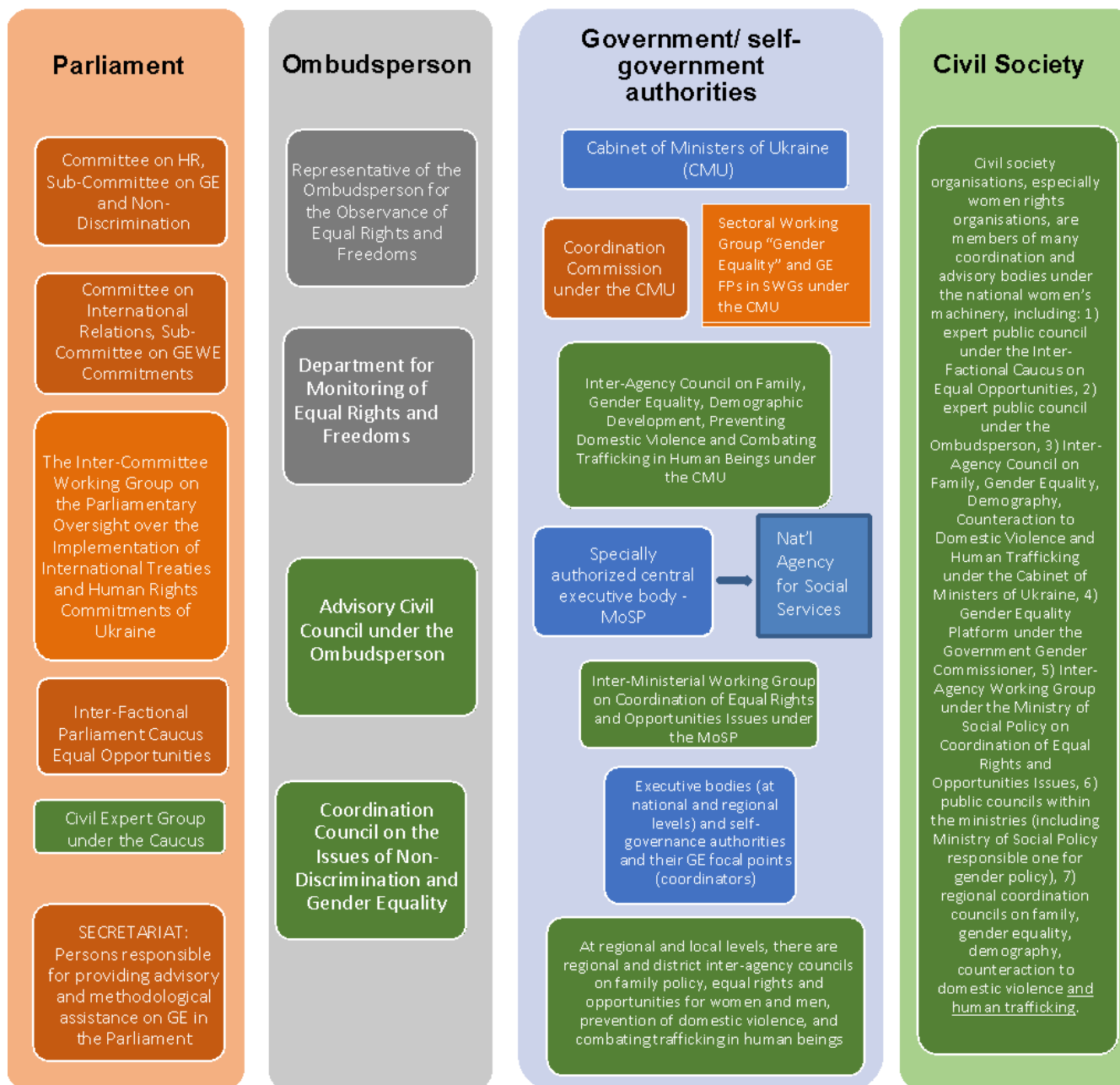
UN Women Ukraine  
November 2021

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# Annexes

## Annex 1. National Women’s Machinery: Ukraine



Source: Adapted and updated from the Draft Report on Functional analysis of the scope and distribution of powers at the national, regional, and local institutional levels for the implementation of gender equality policy, 2020

## Annex 2. Stakeholder Analysis and Mapping

Who	What (their role in the intervention & achievements to date- as relevant)	Why (gains from involvement in the evaluation)	How & when	Priority
<b>Duty bearers who have decision-making authority over the intervention and/or direct responsibility for the intervention</b>				
Office of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine (DPM)	<p>A key partner in the Governance and WPS component of the project.</p> <p>Key beneficiary and head of the NWM and is responsible for the GE policy and overall coordination.</p> <p>The DPM/ DPM office approves the project's work plan and technical support under the project is provided in coordination with the DPM.</p> <p>Supporting implementation of commitment's related to GEWE policies and commitments from the State Programme on Equal Rights and Opportunities, the CEDAW NAP, and the NAP for UNSCR 1325.</p>	<p>Continued capacity building and buy-in for appropriate implementation of GE policy across relevant institutions (including in higher education and the defense sector) and parliament.</p> <p>The Deputy Head of the DPM Office is a co-chair of the Project Advisory Group (PAG).</p>	<p>The ET consulted with national consultants (NC) working with the DPM as part of inception process, but the DPM will be involved specifically in oversight of the evaluation process, including review of key deliverables, as members of the Evaluation Reference Group (ERG).</p>	High – the NWM is a crucial stakeholder in the Reforms project
Embassy of Sweden – Swedish International Development Cooperation Agency (SIDA)	<p>Besides being a donor, SIDA has also been closely engaged to consult on the issues of priority, policy development exchanges.</p>	<p>The co-chair of the PAG.</p>	<p>UN Women to lead on communication/updated to SIDA as necessary (regarding evaluation). ET to engage with stakeholder during data collection.</p>	High - given their roles in project oversight
United Nations Women (UN Women) Ukraine	<p>The Reforms project is managed by a number of UN Women Ukraine staff based in Kyiv and with the support of key country office (CO) staff such as the Head of Office and National Programme Coordinator.</p> <p>In addition to support staff, the Reform project staff includes both a project manager and coordinator as well as two technical staff (programme analysts) for Governance and WPS.</p>	<p>CO and Reform staff engagement is crucial at all stages of the evaluation to ensure adequate engagement, support, and buy-in for the evaluation process and eventual results/recommendation and to ensure appropriate communications with key stakeholders.</p>	<p>ET has coordinated closely with the Reforms project staff during the inception phase and will continue collaboration and consultations throughout the evaluation process.</p> <p>UN Women Ukraine leads the coordination and communication with the Evaluation Reference Group (ERG) and facilitates communication</p>	High

			with all stakeholders.	
<b>Duty bearers (Project beneficiaries)</b>				
The Government Commissioner of GE Policy (GCGEP)	<p>As a key partner of the governance component of the Reforms project, the GCGEP works closely with the DPM/DPM office for the following initiatives:</p> <ul style="list-style-type: none"> <li>• Gender mainstreaming in the Donor-Government GE Group</li> <li>• Office of Development Assistance (ODA) Report and OECD-Gender Marker initiative</li> <li>• Gender mainstreaming to the higher educational institutions (HEI) of the security and defense sector</li> <li>• Legal and policy framework on the response to the conflict-related sexual violence (CRSV)</li> <li>• Policy development (NAP 1325 and National GE Strategy)</li> </ul> <p>The project also seeks to ensure increased platforms for dialogue between the GCGEP with CSOs.</p>	<p>The GCGEP was created in 2018 and its initial functioning was supported by UN Women Ukraine via consultants.</p> <p>After initialization of the GE Commission in 2020 (Decree of the PM), UN Women reports that the GE coordination mechanism is operational without technical support.</p>	<p>The GCGEP will be engaged in the data collection stage as key informant.</p>	High
Ministry of Social Policy (MoSP)	<p>A key partner in the governance and WPS component of the project.</p> <p>The MoSP is part of the NWM and are the key executive body responsible for GE policy development, implementation, and monitoring. This includes the implementation of the State Social Programme on Equal Rights and Opportunities, the CEDAW NAP, and the NAP for UNSCH 1325.</p> <p>The MoSP also leads review process for the Beijing Declaration and Platform for Action (BPfA)</p>	<p>A key actor in the NWM and a key stakeholder for both the governance and WPS aspects of the project.</p> <p>Representatives from the MoSP are on the PAG.</p>	<p>The MoSP is represented on the ERG and so will be engaged in approving all evaluation deliverables.</p> <p>The ET will also engage the MoSP during the data collection process.</p>	High
Parliament Inter-Fraction Union for Equal Opportunities (Equal Opportunities Caucus)	<p>The Equal Opportunities Caucus is made up of members of Parliament. A key partner in the governance and WPS components of the project.</p> <p>The Equal Opportunities Caucus is also responsible, with support from multiple international organizations, for organizing The Ukrainian Women’s Conference(s) (National and regional)</p> <p>The project has been providing the following technical support to the Caucus:</p> <ul style="list-style-type: none"> <li>• Policy and technical advice on GEWE (including CEDAW</li> </ul>	<p>A key actor in the NWM, continued collaborate with the Caucus is crucial, Moreover, the co-chair of Caucus is on the PAG</p>	<p>Representative from the Caucus is on the ERG and, as such, will be involved in reviewing/approving all evaluation deliverables. The ET will also interview representatives of the Caucus during data collection.</p>	High

	<p>commitments) and the WPS agenda</p> <ul style="list-style-type: none"> <li>● Gender analysis of legislation and draft laws</li> <li>● Support with annual Women's Congress</li> </ul>			
Parliament Committee on Human Rights, National Minorities and Interethnic Relations of the Verkhovna Rada (Parliament) & its Subcommittee on Gender Equality and Nondiscrimination	<p>A key partner in the governance and WPS component of the project. The project has supported the following technical support:</p> <ul style="list-style-type: none"> <li>● Draft laws related to CRSV (led by OHCHR)</li> <li>● Gender-Responsive Evaluation of the Roma Strategy (with the Ministry of Culture, Youth and Sports)</li> <li>● Development of the new Roma Strategy and NAP</li> </ul>	<p>In addition to being a key actor in the NWM, representatives from the sub-committee on GE is a member of PAG.</p> <p>Additionally, this committee works with UN Women's Canada-funded project (Advancing GEWE through Decentralization Reform).</p>		
Ministry of Justice (MoJ)	<p>A key partner for the governance component of the project. The project has been providing technical to the MoJ including for:</p> <ul style="list-style-type: none"> <li>● Gender analysis of the legal framework and functional analysis of the MoJ</li> <li>● Support to develop methodology and procedures/manual on Gender analysis of legislation (GAL)</li> <li>● Capacity development of Ministry's staff (and related institutions- including the Institute of Law and Vocational Training)</li> </ul>	<p>Important stakeholder for ongoing governance-related reforms. Their engagement is required to understand project progress in regards to Outcome 1.</p>	<p>ET will engage representatives from the MoJ during data collection.</p>	<p>Medium/High</p>
Ministry of Foreign Affairs (MFA)	<p>A key partner for the governance component of the project. The project provided support to the MFA for:</p> <ul style="list-style-type: none"> <li>● Gender Equality Audit (completed in 2019)</li> <li>● Development &amp; implementation of the Strategy on Equal Rights and Opportunities of Women and Men in the Diplomatic Service.</li> <li>● Support with the capacity development of the staff</li> <li>● Women in Arts Award (part of the HeForShe Campaign) conducted in partnership with the Ukrainian Institute (part of MFA)</li> </ul>	<p>The MFA was the first GoU stakeholder to make commitments related to HeForShe and remains an important collaborator for the CO.</p>	<p>ET will engage representatives from the MFA during data collection.</p>	<p>Medium/High</p>
State Statistics Service (SSSU)	<p>A key partner for the governance project component. The project works with this institution to increase its staff capacities to generate and analyze gender statistics for monitoring international and national commitments to GE and women's rights, including the SDGs. Other initiatives include support via consultants for:</p> <ul style="list-style-type: none"> <li>● Gender analysis of available data and support with</li> </ul>	<p>Engagement with the SSSU is necessary to understand achievements towards institutionalization of gender analysis, data collection, and monitoring- including specifically in relation to SDG 5.</p>	<p>ET will engage representatives from the SSSU during data collection.</p>	<p>Medium</p>

	<p>improvement of gender statistics based on newly developed methodologies and best practices;</p> <ul style="list-style-type: none"> <li>● Study visit to Italian gender Statistics (ISTAT)</li> <li>● Toolkit development gender statistics</li> </ul>	UN Women’s Canada-funded project (Advancing GEWE through Decentralization Reform) also works with the SSSU.		
National Agency of Civil Service (NACS)	<p>A key partner for the governance project component. The Reforms project has been working with the NACS to integrate gender considerations into the ongoing Public Administration Reforms; specifically:</p> <ul style="list-style-type: none"> <li>● Gender analysis of the legal framework and policy advice on engendering the Public Administration Reform, HR policy, and capacity development of civil servants;</li> <li>● Institutionalization of gender training for civil servants: development of manual, curricula, TOTs (through its Ukrainian School of Governance)</li> <li>● Methodology of capacity needs assessment in gender mainstreaming at central executive bodies and piloting on the methodology in 3 central executive bodies</li> <li>● Support of annual Civil Service Forums; All-Ukrainian Youth Competition of Creative Works</li> </ul>	A representative from the NACS is a member of the PAG. Engagement with the NACS will be crucial to understand elements related to gender-responsive gains in public administration reforms and the impacts of the institutionalization of the GE training.	Representative from NACS is on the ERG and, as such, will be involved in reviewing/approving all evaluation deliverables. The ET will also interview representatives of the NACS during data collection.	Medium/High
Directorate of International Technical Assistance Coordination	<p>A partner for governance component, the project is providing technical support to the Secretariat of the CMU and the Directorate on:</p> <ul style="list-style-type: none"> <li>● Engendering of the ODA monitoring (the cooperation is co-lead by the DPM Office and Government Commissioner)</li> <li>● ODA gender analysis methodology of gender marker in ODA tracking and monitoring, roadmap on introduction of gender-responsive financing in Ukraine.</li> </ul>	Engagement with the Directorate of International Technical Assistance Coordination will help ET to understand impacts of the efforts to engender the ODA processes. There were also multiple stakeholders involved in the efforts to mainstream gender in the ODA and speaking to the other stakeholders will allow for more nuanced understanding or process and gains.	ET will engage representatives from the Directorate of International Technical Assistance Coordination during data collection.	Medium
State Service on Ethnic Policy and Freedom of Conscience	<p>A partner for governance component, the project has been providing technical support to the State Service for:</p> <ul style="list-style-type: none"> <li>● Development of a new post-2020 Roma Strategy and National Action Plan: providing expert support</li> <li>● Facilitation of discussion and dialogue with Roma CSOs</li> </ul>	The State Service on Ethnic Policy and Freedom of Conscience is a key stakeholder in relation to integrating underrepresented ethnic groups into governance processes, including Roma persons. This will help ET understand elements of alignment with LNOB	ET will engage representatives from the State Service during data collection.	Medium

		and inclusion principles		
Ministry of Economic Development, Trade and Agriculture (MEDTA)	<p>A partner for the Reforms project governance component. The project has been providing policy advice and expert support on gender-responsive SDG localization and mobilizing women’s CSOs for consultations on SDG localization and monitoring:</p> <ul style="list-style-type: none"> <li>● National SDG Report in 2017 and</li> <li>● Voluntary National Review (VNR) in 2020</li> </ul> <p>The MEDTA was also involved in the gender analysis of the ODA to Ukraine.</p>	MEDTA is charged with monitoring of the SDG process in Ukraine. As such, they are an important stakeholder for UN Women in relation to their commitments to supporting localization of SDGs.	ET will engage representatives from MEDTA during data collection.	Medium
Ministry of Culture, Youth and Sports (MoCYS)	<p>A partner for the Reforms project governance component. The project has been providing technical support</p> <ul style="list-style-type: none"> <li>● Development of Gender Equality Communication Concept and Action Plan on its implementation.</li> <li>● Gender-Responsive Evaluation of the Roma Strategy made when the Roma related policy was in the mandate of the Ministry (2019).</li> </ul>	The MoCYS engagement will allow the ET to understand technical support to secondary duty-bearers. Also, the MoCY was previously mandated with Roma-related policies.	ET will engage representatives from MoCYS during data collection.	
Ministry of Reintegration of Temporarily Occupied Territories (MTOT)	<p>As a key partner in the WPS component, the project supported the MTOT in providing technical support/capacity building of staff including specifically for development and implementation of the 1325 NAP. Other project-supported initiatives include:</p> <ul style="list-style-type: none"> <li>● 1325 NAP study tour to Georgia</li> <li>● Expert support for gender mainstreaming in the policy framework on IDPs and transitional justice</li> <li>● Facilitating the dialogue with women IDPs</li> </ul>	The MTOT is a key partner and stakeholder for UN Women’s work in relation to the WPS agenda and subsequent decentralized action planning. As such, their engagement in this evaluation is crucial in relation to understand Outcome 2 and interlinkages with the CO’s strategic note. Relatedly, the MTOT is represented on the PAG.	ET will engage representatives from MTOT during data collection.	Medium/High
Ministry of Veterans Affairs, Temporarily Occupied Territories and Internally Displaced Persons (MoVTOT)	<p>A partner for the governance component of the project. Supported to increase its capacities for implementing relevant strategies and programmes with the integration of priorities of internally displaced women, such as the NAP for the implementation of the Strategy for the Integration of IDPs.</p> <p>The project has sought to:</p> <ul style="list-style-type: none"> <li>● Facilitate dialogue with women veterans</li> <li>● Providing data on the needs of women veterans on their rehabilitation (Invisible Battalion 2 Study)</li> </ul>	<p>The MoVTOT is a key partner for the project’s governance component, specifically in relation to work with women veterans. Their work with IDPs and UN Women’s related support will also allow the ET to understand better integration of the needs of IDPs in reform processes.</p> <p>The MoVTOT is represented on the PAG.</p>	ET will engage representatives from MoVTOT during data collection.	Medium/High



Ministry of Interior (MOI)	<p>The MOI is a key partner for the WPS work of the project. The MOI is considered a champion on GEWE promotion in the security and defense sector. The MOI covers the following coordinated central executive bodies:</p> <ol style="list-style-type: none"> <li>1. National Police;</li> <li>2. National Guard;</li> <li>3. National Boarder Guard;</li> <li>4. State Emergency Service; and,</li> <li>5. State Migration Service.</li> </ol> <p>In addition to general capacity building of MOI staff on GEWE and WPS and support for the institutionalization of the WPG agenda generally. The project has provided technical support primarily through national consultants on:</p> <ul style="list-style-type: none"> <li>● Development, implementation, and monitoring of sectoral GE plans and action plans on WPS.</li> <li>● Technical support on communication and advocacy campaigns on women’s leadership</li> <li>● Support to conduct Masculinity study</li> </ul>	<p>The MOI is a key partner to the UN Women CO and specifically the Reforms project. They are a member of the PAG.</p> <p>They work with UN Women Ukraine on a number of project including the Denmark-funded GE in Decentralization and Law Enforcement Reforms, the EU-funded Recovery &amp; Peacebuilding in the East, and the recently ended-Norway funded project Building democratic, peaceful and gender equal society.</p> <p>Their engagement is crucial to understanding the work related to implementation of sectoral GE strategies and action plans, including those related to WPS.</p>	<p>Representative from MoI is on the ERG and, as such, will be involved in reviewing/approving all evaluation deliverables. The ET will also interview representatives of the MoI during data collection.</p>	High
Ministry of Defense (MoD)	<p>The DoD supports the project’s work in governance and WPS. The project has been providing technical support through</p> <ul style="list-style-type: none"> <li>● policy analysis and advice (Gender Impact Assessment),</li> <li>● Capacity development support for the staff of the Ministry and press officers</li> <li>● Capacity development of the gender advisors/focal points of the MoD and the Ukrainian Armed Forces based on the of Strategic Training Framework on GE and WPS developed within the project</li> </ul>	<p>The MoD is a member of the projects PAG. Engagement with them will allow ET to better understand impact of capacity development (through consultants) to the DoD and the subsequent impact.</p>	<p>ET will engage representatives from MoD during data collection.</p>	Medium/High
<b>Rights Holders (Civil Society, Media)</b>				
Civil Society Organizations	<p>The ET will explore the wider list of CSOs engaged for the purpose of advocacy. An initial list of CSOs compiled from a review of documents includes:</p> <ul style="list-style-type: none"> <li>● Ukrainian Women’s Fund (conducted capacity needs assessment of rights and GE CSOs)</li> <li>● Institute for Gender Programmes (Invisible Battalion campaign)</li> <li>● Kyiv Institute of International Studies (Masculinity study in the security sector with international partner Promundo)</li> </ul>	<p>Understanding the effectiveness of engagement of local CSOs is crucial to the proposed evaluation. CSO engagement is not only embedded within the Strategy Note of the CO, but also central to the strategy of the Project (Output 1.3 and 2.3)</p> <p>Specifically, the ET will engage with gender advocates and women’s</p>	<p>Members of certain CSOs are members of the ERG.</p> <p>The ET will engage with representatives of various CSOs involved in advocacy work with the project during data collection.</p>	High

	<ul style="list-style-type: none"> <li>● Women’s Information and Consultative Centre</li> <li>● The National Assembly of People with Disabilities</li> <li>● Charitable Organization ‘Positive Women’</li> <li>● Roma Women’s Charitable Fund ‘Chiricli’</li> <li>● Theatre for Dialogue</li> </ul> <p>Ukrainian Women Veteran Movement (Invisible Battalion 2.0)</p>	groups to understand increases in capacity for advocacy and opportunity to demand accountability and transparency of GoU institutions.		
Private sector actors: Ukrianina Fashion Week, Ekonimika+, Petcube, UrbanSpace 500, Knygolove	The project has partnered with private sector actors primarily for activities related communications and specifically for the HeForShe campaign.	UN Women Ukraine joined the HeForShe campaign in March 2018. Private sector engagement has been high. Understanding their role in the campaign will be of use to the ET and can help them understand best practices, lessons learned, and potential for upscale of private sector engagement for GEWE campaigns.	The ET will engage with representatives of various private sector representatives during data collection.	Medium
Other international organization & donors, and project consultants/contractors				
Other International Organizations & donors (OSCE, Canadian Embassy, etc.)	A number of international organizations and donors are working in the GEWE space, including specifically in governance.	Understanding the general landscape and how the project is perceived by other key actors and specialists working in the GEWE space is vital.	The ET will engage with representatives of relevant international organizations during data collection.	Medium
Project consultants (individual and organization)	The project worked primarily through national and international consultants in terms of their support to duty-bears across targeted institutions.	Understanding the key successes, challenges, lessons learned, etc. from the perspective of key contractors will be essential for the ET in regards to indicators across DEC criteria. It will also allow for understanding of issues related to programmatic coordination and management.	The ET will engage with representatives of relevant contractors during data collection.	High



**TERMS OF REFERENCE (TOR)**

**Final Evaluation of UN Women**

**Project: “Enhancing accountability for gender equality and women’s empowerment in national reforms, peace and security in Ukraine”**

<b>Location:</b>	<b><i>Kyiv, Ukraine</i></b>
<b>Application deadline:</b>	<b><i>March 18, 2021, 9:00 am EET</i></b>
<b>Type of contract:</b>	<b><i>International Consultant - Special Service Agreement (SSA)</i></b>
<b>Post level:</b>	<b><i>Short-term International Consultant</i></b>
<b>Application type:</b>	<b><i>External</i></b>
<b>Languages required:</b>	<b><i>Fluent in English</i></b>
<b>Starting date:</b>	<b><i>May 17, 2021</i></b>
<b>Duration of assignment:</b>	<b><i>30 days (within period of May 17, 2021 to December 6, 2021)</i></b>

**1. Background of the Project**

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against all women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

The overarching goal of UN Women Ukraine is to empower women and girls and ensure full enjoyment of their human rights towards a peaceful and gender equal society in Ukraine. The implementation of the UN Women Ukraine Country Strategy (2018-2022) is guided by key international gender equality and women’s human rights norms and standards. UN Women’s work in Ukraine focuses on supporting the government, parliament and civil society in advancing gender equality and implementation of the national and international commitments. Through its normative support functions, UN Women assists Ukraine in implementation of the Sustainable Development Goals, recommendations of the Universal Periodic Review, implementation of the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) and other human rights treaty body recommendations on women’s human rights, Beijing Platform for Actions and the outcome documents of its reviews, and the UN Security Council Resolutions on Women, Peace and Security, among other normative frameworks.

Ukraine ratified the key international instruments on human rights, gender equality and women’s rights, including the Convention on Elimination of Discrimination against Women (CEDAW) in 1980, joined the Beijing Declaration (BPFA) and ratified the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD) in 1994. Country adopted and localized the SDGs, accomplished the baseline report and is in the process of developing the mechanism for SDGs implementation through sectoral policies and programmes. Gender equality is enshrined in the Constitution and Ukraine and adopted a solid policy and legal framework. The Government developed the National Strategy on Human Rights and the Action Plan (2016-2020). The 2018-2020 saw several policy

advancements on gender equality. The Cabinet of Ministers for the first time included gender equality priorities in the Government Plan and the Annual National Program under the auspice of the Ukraine-NATO Commission in 2018 and kept them in the next plans and programs. The Government also adopted the National Action Plan on the CEDAW Concluding Observations<sup>1</sup> and the State Programme on Equal Rights and Opportunities for Women and Men by 2021<sup>2</sup>, which builds on the BPfA, SDGs and CEDAW, and integrates the measures to address multiple forms of discrimination. In October 2020 the National Action Plan 1325 of the second generation was adopted.

Despite of these significant efforts, gender equality and human rights are yet to become an integral part of the reforms, recovery or peacebuilding processes. Gender equality and human rights priorities need to be further mainstreamed in the sectoral policies and plans. The structural barriers to a full realization of human rights and gender equality can be further addressed in the ongoing governance (public administration reform, justice sector reform), and women, peace and security (security sector reform, defense reform).

Since 2017, UN Women is implementing a project “Enhancing accountability for gender equality and women’s empowerment in national development and peacebuilding” is supporting the consolidated efforts of the government, parliament, women’s groups and civil society organisations (CSOs) to meet state commitments on gender equality and women’s rights, including CEDAW, UN Security Council Resolution 1325 on Women, Peace and Security (UNSCR 1325) and SDGs through reforms and peace and security processes.

The project is working to provide the government with the institutional, capacity development and technical support to carry out its ambitious reforms to mainstream gender and women’s human rights, and to ensure that the conflict’s profound impact on gender relations and roles informs policy-making. The project specifically targets public administration, justice, security sector and defence sector reforms.

The human rights-based approach is well integrated throughout the project and makes every effort to engage with and strengthen the voice of women in policy making and reforms and guided by the international human rights treaties and is based on a theory of change which articulates the causal linkages and actions required by the government, parliament, civil society, UN Women and other international development partners to achieve transformative change in the lives of women in Ukraine.

The overall **project goal** is to achieve transformative results for gender equality and women’s empowerment in Ukraine by integrating gender equality and women’s human rights commitments into the national reforms and the peace and security processes, and by putting mechanisms in place for adequate financing, implementation, monitoring and evaluation.

**The theory of change** stipulates that **if** 1) governance and national reforms integrate gender equality and WPS commitments; (2) the capacity of the national institutional mechanism on gender equality is strengthened for government-wide mainstreaming of gender in policies and reforms; (3) key government institutions have capacity to implement commitments through sectoral reforms, plans and budgets; (4) oversight and coordination mechanisms for implementation of the gender equality and WPS commitments are set and operational; (5) favourable social attitudes and gender awareness are promoted among duty bearers and rights holders; and (6) women’s groups, having capacity and opportunity, demand for their rights and priorities in reforms **then** the transformative results for gender equality and women’s empowerment will be achieved because the implementation of the international and national gender equality and WPS commitments will be well coordinated, financed and monitored.

**The project is in the final phase of its implementation and** as established in the Project Document, a mandatory external final evaluation is to be conducted by UN Women Ukraine Country Office. The project mid-term evaluation was conducted in the middle phase of its implementation in 2019.

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<sup>1</sup>Ukraine, Cabinet of Ministers of Ukraine, Decree # 634-p dated 5 September 2018 “On approval of “National Action Plan on Implementation of the Concluding Observations to the 8th Periodic Report of Ukraine on Convention of Elimination of All Forms Discrimination Against Women until 2021”. Available at <https://www.kmu.gov.ua/ua/npas/pro-go-planu-dij-z-vikonannya-rekomo-zhinok-do-vosmoyi-periodichnoyi-dopovidi-ukrayini-pro-vikonannya-konvenciyi-pro-likvidaciyu-vsih-form-diskriminaciyi-shchodo-zhinok-na-period-do-2021-roku>

<sup>2</sup>Ukraine, Cabinet of Ministers of Ukraine, Decree #273 dated 11 April 2018 “On approval of the State Social Programme on Equal Rights and Opportunities of Women and Men until 2021”. Available at <https://kmu.gov.ua/ua/npas/pro-zatverdzhennya-derzhavnoyi-socialnoyi-programi-zabezpechennya-rivnih-prav-ta-mozhливостей-zhinok-i-cholovikiv-na-period-do-2021-roku>

To implement this task, UN Women seeks to hire an International Consultant for conducting the gender-responsive final project evaluation, who will work in the team with a local consultant to be hired by UN Women.

## **2. Evaluation Approach, Purpose, Objectives and Use**

This final evaluation will serve to document the progress made towards planned outputs, outcomes and impact of the Project and to support the CO and national stakeholders' strategic learning and decision-making on further interventions. The evaluation is expected to support enhanced accountability for development effectiveness and learning from experience to inform the future operations of the CO.

This final evaluation is taking place towards the final phase of project implementation, which is due to end in November 2021.

The **overall objective** of the final evaluation is to assess the progress made towards the achievement of the set outcomes and objectives, and analyze the results achieved and challenges encountered.

### **The specific evaluation objectives are:**

- To analyze the relevance of the project implementation strategy and approaches to the development of gender-responsive policies, accountability frameworks and gender-responsive national reforms;
- To review the relevance of the Logical Framework and respective Monitoring and Evaluation Plan of the project;
- To assess effectiveness and organizational efficiency in progressing towards the achievement of the project's results;
- To assess the sustainability of the results and the feasibility of ongoing, nationally led efforts in the thematic areas tackled by the project from the viewpoint of national ownership, accountability, national capacity development, partnership and coordination between UN Women and other development partners;
- To document lessons learned, best practices, success stories and challenges to inform future work of UN Women in the frameworks of gender-responsive governance and Women, Peace and Security;
- To assess how the intervention and its results relate and contribute to the Sustainable Development Goals in Ukraine;
- To analyse the relevance of the UN Women's approach in the implementation of the project initiatives at the national and regional levels against the outcomes of the UN Women Strategic Note;
- Identify strategies for replication and up-scaling of the identified best practices of the interventions during the implementation.

The information generated by the evaluation will be used by UN Women and different stakeholders to:

- Contribute to building of the evidence base on effective strategies for strengthening the support to the government and other stakeholders in gender transformative reforms;
- Facilitate the strategic reflection, learning and further planning for programming in the areas of strengthen the capacity of the Government of Ukraine and national stakeholders and structures on reforms with the aim to increase sustainability of the results beyond the programme.

Main evaluation users include UN Women Country Office in Ukraine as well as Government of Sweden (project donor). Furthermore, national stakeholders - NGO partners, Parliamentary counterparts, targeted state agencies, academia and relevant development partners will also be closely involved in the evaluation process to increase ownership of findings, draw out lessons learned and make greater use of the final evaluation results.

The findings of the evaluation are expected to contribute to effective programming and efficient and sustainable operation of the CO. The information generated by the evaluation will moreover be used to

engage policy makers and other stakeholders in evidence-based dialogues and to advocate for gender-responsive strategies, national reforms with a particular focus on gender equality, human rights, and Women, Peace and Security.

### **3. Evaluation Criteria and Key Evaluation Questions**

The evaluation will address the OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and coherence. More specifically, the evaluation will address the following key questions under each of the criterion:

#### **Relevance:**

- How does the project design match with the complexity of national structures, systems and decision-making processes?
- How does UN Women assure that the project reflects and aligns to Ukraine's national plans on gender equality as well as the country's internationally undertaken obligations and/or best practices?
- To what extent is the project contributing to the implementation of UN Women's Strategic Note?
- To what extent does the project's design and implementation process include a collaborative process, and shared vision for results-based delivery?
- Is the implementation based on quality analysis, including gender and human rights-based analysis, risk assessments, and socio-cultural and political analysis?
- To what extent was the design of the intervention relevant to the needs and priorities of the beneficiaries?
- To what extent has the project been flexible to adapt to the changes in the national reforms processes?

#### **Effectiveness**

- What progress has been made towards achievement of the expected outputs and outcomes?
- How effective have the selected programme strategies and approaches been in progressing towards achieving programme results?
- Has the project achieved any unintended results so far, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- To what extent have capacities of relevant duty-bearers and rights-holders been strengthened through project implementation?
- Has the project had effective monitoring mechanisms in place to measure progress towards results?
- How adaptably and rapidly did UN Women react to changing country context and address the challenges?
- What -if any- types of innovative good practices have been introduced in the programme for the achievement of GEWE results?
- Has the project led to complementary and synergistic effects on broader UN efforts to achieve GEWE in Ukraine?

#### **Efficiency:**

- Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the project outputs and outcomes?
- Does progress towards the achievement of outputs correspond to the final phase of the project implementation?
- How has project implementation affected efficiency of delivery? What factors have influenced this?
- Is the coordination between the project counterparts and UN Women leading to better programme results?
- Has there been effective leadership and management of the project including the structuring of management and administration roles to maximize results?
- To what extent are the programme's monitoring mechanisms effective for measuring and informing management of project performance and progress towards targets?

**Sustainability:**

- To what extent has UN Women been able to establish relevant partnerships with key stakeholders? To what extent are relevant national stakeholders and actors included in the UN Women programming, implementation and policy advocacy processes?
- To what extent has the intervention succeeded in building sustainable individual and institutional capacities with rights-holders and duty-bearers?
- Have key national partners including women's movements and women's organizations etc. had a voice and influence within the project implementation?
- To what extent were key national partners involved in the project's conceptualization and design process?
- To what extent has the project modality led to improved communication, coordination and information exchange within the line Ministries, and other relevant stakeholders in Ukraine?

**Coherence:***External*

- To what extent is the intervention aligned with international, regional and national agreements and conventions on gender equality and women's empowerment?
- To what extent is the project aligned with Ukraine's UN Partnership Framework (UNPF) 2018- 2022 and nationalized SDGs?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?

*Internal*

- To what extent does the interventions fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the interventions and also with other interventions of UN Women?

These are preliminary questions. During the evaluation's inception phase, it is expected that the Evaluation Team will develop an evaluation matrix, which will relate to the questions above (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation. Final evaluation matrix with revised and refined evaluation questions will be validated and approved in the evaluation inception report.

**4. Scope of the Evaluation**

The final evaluation of the project is to be conducted externally by an independent evaluation team conformed by an international evaluator and a national consultant selected through a competitive process. It is planned to be conducted in the period of May-October 2021. The evaluation will cover project implementation period from May 2017 until May 2021 (48 months). It should be noted that the end of the project is November 2021.

Due to mobility restrictions evaluation data collection will be conducted remotely. The evaluation team will examine all the relevant documents of UN Women and relevant partners, including Logical Framework of the project, its Monitoring and Evaluation Plan, Annual Work Plan, Annual Reports to the donor and knowledge products produced in the framework of the project, etc. The Final Evaluation will build on the findings and recommendations of the project Mid Term Evaluation completed in 2019.

**5. Evaluation Process and Methodology**

The evaluation methodology will deploy mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusiveness processes that are culturally appropriate. A theory of change approach is

suggested to be followed. This is to be explored further by the evaluators in the inception phase. If needed, a reconstructed theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that this project considered and has contributed to promote gender equality and women's empowerment. Assumptions should explain both the connections between early, intermediate and long-term project outcomes and the expectations about how and why the project has brought them about. Interviews and focus group discussions with all key stakeholders involved in the project implementation, including but not limited to UN Women project team, partner NGOs/parliament, governmental agencies etc. shall also take place.

UN Women is among the UN-SWAP reporting UN entities. The evaluation team must take into consideration that UN Women managed evaluations are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard. The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG [Norms](#) and [Standards](#) for evaluation and the [UNEG Code of Conduct for Evaluations in the UN System](#).<sup>3</sup>

The evaluation process is divided in five phases: 1) **Preparation**, mainly devoted to structuring the evaluation approach, preparing the TOR, compiling programme documentation, and hiring the evaluation team; 2) **Inception**, which will involve reconstruction of theory of change, evaluability assessment, online inception meetings with the UN Women project team, inception report and finalization of evaluation methodology; 3) **Data collection** and analysis, including desk research and preparation of on-line meetings with the national stakeholders 4) **Data analysis and synthesis stage**, focusing on data analyzed, interpretation of findings and drafting of an Evaluation Report; and 5) **Dissemination and follow-up**, which will entail the development of a Management Response by UN Women.

The evaluation team will be responsible for phases 2, 3 and 4 with the support of UN Women while UN Women is entirely responsible for phases 1 and 5.

Phases for which evaluation team will be responsible of submitting quality deliverables are outlined in part 7: Expected Deliverables, Duties and Responsibilities.

## **6. Stakeholders Participation and Evaluation Management**

The final evaluation will be a consultative, inclusive and participatory process and will ensure the participation of project beneficiaries. The evaluation will be Human Rights based and Gender responsible and an Evaluation Reference Group (ERG) will be constituted.

UN Women will appoint an officer who will serve as the **Evaluation Task Manager** and who will be responsible for the day-to-day management of the evaluation and ensures that the evaluation is conducted in accordance with the UN Women Evaluation Policies, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key relevant guidance documents. The evaluation process will be supported by the UN Women Europe and Central Asia Regional Evaluation Specialist.

Moreover, an **Evaluation Management Group (EMG)** comprising of Evaluation Task Manager and delegated staff member/s by UN Women Representative will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. The EMG will quality assure and approve all deliverables. EMG will be responsible for the coordination in the field (online) including logistical support during field missions (online).

The establishment of an **Evaluation Reference Group (ERG)** will include key national stakeholders from the parliament, government, civil society organizations, and development partners and will be an integral part of the evaluation management structure. The purpose of the ERG will be to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, and provide feedback throughout the process. The inputs of ERG members are expected to strengthen the quality and credibility of the evaluation process. The ERG is constituted to enable stakeholders to express their information needs and is considered a sounding board for feedback and decisions on the evaluation. An active ERG will be key to ensure proper validation of the evaluation



findings and that the voices of key partners in the implementation of the UNJP are considered during the evaluation process and reflected in the final evaluation report. The Evaluation Reference Group will be engaged in the data collection phase to participate in interviews/focus groups and in the validation process to review the draft evaluation report and provide substantive feedback to ensure quality and completeness of the report.

Within six weeks upon completion of the evaluation, UN Women Representatives will approve a management response that addresses the evaluation recommendations to ensure learning and inform further interventions planning and programme development of the CO.

## 7. Evaluation Timeframe, Expected Deliverables, Duties and Responsibilities

The evaluation team, comprising of International and National consultants are expected to deliver the following products:

- 1) Inception Report** where the evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work (online) to be conducted in the data collection phase. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Evaluation Management Group and, based upon the comments received the evaluation team will revise the draft. The revised draft may be shared with the Evaluation Reference Group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report. – *by 30 June 2021*
- 2) Conducted on-line meetings with the key stakeholders in Ukraine;** conduct key informant interviews and focus group discussions, and analyzed data - *by 26 August 2021*
- 3) Power Point Presentation of preliminary findings** (conducted on-line). A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Evaluation Management Group for feedback. The revised presentation will be delivered to the reference group for comment and validation. The evaluation team will incorporate the feedback received into the draft report- *by 31 August 2021*
- 4) Draft Evaluation report** which will be shared with the evaluation management group for initial feedback. The second draft report will incorporate Evaluation Management Group feedback and may be shared with the Evaluation Reference Group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts – *by 15 September 2021*
- 5) Final Evaluation report (final version)** taking into consideration comments and feedback collected from UN Women. The report shall include the following chapters: Executive Summary, Introduction and Background, Evaluation approach and methodology (including limitations), Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes, including Evaluation Brief (3-4 pages) - *by 12 November 2021*
- 6) Evaluation communication products:** Final PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager on the final key findings, lessons learned and recommendations in a format preferably adjustable for individual project sites both in English and Ukrainian - *by 12 November 2021*

The evaluation will be conducted from the period of 17 May – 6 December 2021 for 30 working days. All deliverables will be presented in English.

### Assignment /Deliverables

#	Deliverables	Deadlines	Estimated number of working days	Payment percentage

1	Inception Report	June 30, 2021	6	20%
2	Data collection and presentation of preliminary findings	August 31, 2021	10	33%
3	Draft Evaluation Report	September 15, 2021	10	33%
4	Final Evaluation Report and communication products	<b>November 12, 2021</b>	4	14%
Total			30	100%

### 8. Evaluation Team Composition and Requirements

An evaluation team consisting of an international team leader/international consultant and a national team member/national consultant will conduct the evaluation. Both have experience of each of the following: conducting evaluations, gender equality, governance, Women, Peace and Security and reforms. The team leader is responsible for coordination during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all evaluation products in close collaboration with the evaluation task manager and the evaluation management group. The national team member will provide support to the team leader in all the aspects of conducting the evaluation, including translation and interpretation where necessary and logistical support.

In further detail, the duties and responsibilities of the **Team Leader/International Consultant** are as follows:

- Leading the inception phase and developing an inception report outlining design, approach and methodology of the evaluation and an indicative workplan of the evaluation team within the framework of this ToR.
- Design and lead in carrying out collection, research and analysis of relevant documentation and other data, and reporting.
- Overseeing and assuring quality of data collection and leading the analysis of the evaluation evidence.
- Preparing for meetings with the evaluation management group, evaluation reference group and other stakeholders to review findings, conclusions and recommendations.
- Leading the preparation of the evaluation communication products.

#### Minimum required skills and expertise of the International Consultant as a Team Leader

##### Qualifications Education:

Advanced (Masters) degree in Law, Political Science, Human Rights, Gender Studies, Social Sciences or related field.

##### Experience:

- At least 7 years of relevant experience evaluating development projects, programmes, policies and strategies (two evaluation sample reports should be submitted);
- Sound experience and knowledge of women's human rights and gender equality;
- Experience in governance, Women, Peace and Security and women's human rights will be considered a strong asset;
- Knowledge of Ukraine context and gender equality would be an asset;

- Previous professional experience with development agencies and the United Nations would be considered an asset.

**Languages and other skills:**

- Proficiency in English.

**TOR Annexes**

1. UNEG Code of Conduct for Evaluations <sup>4</sup>
2. UNEG Ethical Guidelines<sup>5</sup>
3. UNEG Norms for Evaluation in the UN System<sup>6</sup>
4. UNEG Standards for Evaluation in the UN System<sup>7</sup>
5. UNEG Guidance Integrating Human Rights and Gender in the UN System<sup>8</sup>
6. UN Women Evaluation Handbook<sup>9</sup>
7. UNDP Evaluation Handbook<sup>10</sup>
8. UNFPA Evaluation Handbook<sup>11</sup>
9. UN SWAP Evaluation Performance Indicator and related Scorecard<sup>12</sup>
10. Evaluation Consultants Agreement Form
11. M&E template for Evaluation Report<sup>13</sup>
12. Evaluation Matrix –

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

**Annex 4. Data Collection Methods**

<b>Relevance</b>	<ul style="list-style-type: none"> <li>● Stakeholder mapping</li> <li>● Systematic documentary review, applying structured GEWE tools</li> <li>● Mapping of available contextual analyses</li> <li>● Technical analysis and testing/reconstructing of theories of change / strategies</li> <li>● Semi-structured interviews (Project staff and partners)</li> <li>● Focus group discussions with beneficiaries</li> <li>● Survey of trainings’ beneficiaries</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>● Analysis of results data from Project M&amp;E system and contractors</li> <li>● Mapping of risk analyses undertaken/ mitigation measures implemented</li> <li>● Systematic documentary / data review, particularly of Project/intervention level data</li> <li>● Semi-structured interviews with UN Women staff and partners</li> <li>● Reconstruction of logical chain of Project results/indicators to UN</li> </ul>

<sup>4</sup> <http://www.unevaluation.org/document/detail/100>

<sup>5</sup> <http://www.unevaluation.org/document/detail/102>

<sup>6</sup> <http://www.uneval.org/document/detail/21>

<sup>7</sup> <http://www.uneval.org/document/detail/22>

<sup>8</sup> <http://www.uneval.org/document/detail/1616>

<sup>9</sup> <http://genderevaluation.unwomen.org/en/evaluation-handbook>

<sup>10</sup> <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>

<sup>11</sup> [https://www.unfpa.org/sites/default/files/admin-resource/eval\\_policy\\_e5\\_dp\\_fpa\\_2013%20%281%29.pdf](https://www.unfpa.org/sites/default/files/admin-resource/eval_policy_e5_dp_fpa_2013%20%281%29.pdf)

<sup>12</sup> <http://www.uneval.org/document/detail/1452>

<sup>13</sup> [http://procurement-notice.undp.org/view\\_file.cfm?doc\\_id=142960](http://procurement-notice.undp.org/view_file.cfm?doc_id=142960)

	<p>Women's Strategic Note and UNDAF</p> <ul style="list-style-type: none"> <li>● Contribution/attribution analysis to determine progress against intended results and pathways generated</li> <li>● Focus group discussions with beneficiaries</li> <li>● Survey of trainings' beneficiaries</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>● Financial analysis of Project expenditures</li> <li>● Systematic documentary / data review of Project and contractors' financial documentation</li> <li>● Semi-structured interviews with UN Women staff and partners</li> <li>● Financial analysis – spend per component and intervention</li> <li>● Comparative financial analysis with relevant interventions implemented by other UN agencies</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>● Systematic documentary review, applying structured GEWE tools</li> <li>● Semi-structured interviews with UN Women staff and partners</li> <li>● Interviews with key informants, particularly national decision-makers</li> <li>● Focus group discussions</li> </ul>
<b>Coherence</b>	<ul style="list-style-type: none"> <li>● Analysis of other interventions of UN Women</li> <li>● Analysis of other relevant interventions of other development partners</li> <li>● Analysis of UN Women global, regional and national strategies; analysis of Ukrainian relevant policies, strategies and priorities</li> <li>● Systematic documentary review, applying structured GEWE tools</li> <li>● Semi-structured interviews with UN Women staff and partners</li> </ul>

## Annex 5. Evaluation questions, by group of interviewees

In total around 80 individuals have been identified for semi-structured interviews. In selecting the individuals for interviews, the ET will cover the following sub-groups to ensure balanced representation of both duty bearers and rights holders:

- Policy/Governmental officials
- Component of the Project (Governance and WPS)
- CSO responsible parties and grantees
- Direct Beneficiary, e.g. line ministries
- Final Beneficiary, e.g. GE advocates and CSOs representing vulnerable groups of women
- Independent Stakeholder/GEWE national expert
- UN Women senior management and other relevant project teams
- Donors
- Development partners

The ET is reserving the right to add more interviewees as proceeding through the evaluation.

### **Generic Contextual Questions for all Interviews to be Selected Depending on the Informant**

Q 1. What is Ukraine' progress in advancing GEWE in the last 5 years?

Q 2. What studies in addition to those supported by the Project on GEWE are available?

Q 3. What are the national priorities in advancing GEWE? If yes, what are they? Do they address the identified systemic gaps, shortfalls and deprivations and target the most vulnerable groups?

Q 4. What is the extent of Government and key decision-makers commitment to advance GEWE?

Q 5. Do targeted GoU stakeholders have adequate capacity to advance GEWE in their respective institutions?

Q 6. To what extent national women machinery is operationalized? Does it work? Is it effective?

Q 7. What are the main institutional barriers to advancing GEWE in reform processes?

Q 8. Who are the key CSOs working in the area of GEWE? Is there an umbrella organization representing all GEWE CSOs that coordinates the efforts and establishes a focused advocacy agenda? What are the different focuses of the various CSOs? What are the key platforms/opportunities for these CSOs to advocate for their priorities to GoU and local officials? Do they interact with the GoU and local authorities in any other capacity? Do they deliver any GEWE specific programs/interventions?

Q 9 What is the position/views of the private sector on GEWE? Do some private companies pursue GEWE?

Q 10 How are gender equality and women's empowerment issues covered in the media?

Q 11 Looking forward, what are the most important areas related to GEWE that the Government, UN Women and national partners should focus on in the short and long term?

Q 12 How would you assess the actual and potential impact of COVID-19 on GEWE advancement in Ukraine?

## Questions for UN Women Project team and Development Partners

### Relevance:

Q 13 How does the Project design align with the complexity of national structures, systems and decision-making processes?

Q 14 How does UN Women assure that the Project reflects and aligns to Ukraine's national plans on gender equality as well as the country's international obligations and/or best practices?

Q 15 To what extent is the project contributing to the implementation of UN Women's Strategic Note? How do you monitor and assess your contribution?

Q 16 To what extent was the design of the intervention relevant to the needs and priorities of the beneficiaries? Did UN Women conduct a determinants analysis to identify key factors affecting GEWE realization in Ukraine? Was the Project design and implementation based on quality analysis, including gender and human rights-based analysis, risk assessments, and socio-cultural and political analysis? How did you choose the key beneficiaries and delivery modalities prioritized by the Project?

Q 17 Did the Project explicitly support the most vulnerable groups and apply LNOB principle in Project design? How?

Q 18 Who was involved in the project design, including specifically GEWE CSOs, other UN agencies, donors, and GE advocates? How was the process arranged?

Q 19 To what extent has the project been adapted to the changes in the national reforms processes and responsive to changing national priorities and external factors such as COVID-19?

### Effectiveness:

Q 20 What progress has been made towards achievement of the expected outputs and outcomes?

Q 21 How effective have the selected Project strategies and approaches been in progressing towards achieving Project results?

Q 22 Has the project achieved any unintended results so far, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome?

Q 23 Has the Project had effective monitoring mechanisms and adequate resources in place to measure progress towards results?

Q 24 The Project has a number of responsible parties, grantees and consultants placed in national institutions. Do you have results matrices and clear measurable expectations of their involvement? Were they met?

Q 25 To what extent have capacities of relevant duty-bearers and rights-holders been strengthened through Project implementation? What tools were used to measure results of capacity building interventions? What is the evidence that the knowledge/skills acquired are used by the beneficiaries?

Q 26 How adaptably and rapidly did UN Women react to changing country context and address the challenges?

Q 27 What -if any- types of innovative good practices have been introduced in the Project for the achievement of GEWE results?

Q 28 Has the project led to complementary and synergistic effects on broader UN efforts to achieve GEWE in Ukraine?

Q 29 Did the Project explicitly support the most vulnerable groups and apply LNOB principle in practice?

Q 30 To what extent has the Project contributed to positive changes for women and reduced equity gaps in targeted sectors in favour of the most vulnerable women and girls? What are the key measurable data points, such as budgetary allocations for gender equality and direct/indirect benefits to end beneficiaries?

Q 31 To what extent is the Project bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviours, legislation, policy, discrimination and social systems?

Q 32 How do you assess if the technical and policy advice products developed by the Project contributed to enhanced gender machinery/GEWE system? What evidence do you collect and which indicators do you use?

Q 33 How do you assess if various research products developed by the Project contributed to enhanced gender machinery/GEWE system? What evidence do you collect and which indicators do you use?

Q 34 How do you assess if various education curricula and training developed/delivered by the Project contributed to enhanced GEWE? What evidence do you collect and which indicators do you use?

Q 35 Do you assess your Project contribution to more system level changes (enabling environment, capacity building, supply and quality of services and demand for services)? Which indicators do you use?

Q 36 How many individuals received and accessed communication and information materials? Do you monitor their satisfaction with the materials received?

Q 37 How do you assess effectiveness of awareness raising campaigns?

Q 38 What factors influenced the Project effectiveness?

**Efficiency:**

Q 39 Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the project outputs and outcomes?

Q 40 What is your budget utilization? Did you meet your funds utilization targets?

Q 41 What strategies did you use to improve efficiency of your operations?

Q 42 Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?

Q 43 Did you conduct cost benefit analysis in selecting delivery modalities (national vs international consultants, Kyiv-based mass events vs regional or online events)?

Q 44 Did you coordinate with other UN Women project or other relevant partners interventions to minimize costs?

Q 45 What is the Project organizational structure? Why and how has it come to its current design? Can you demonstrate that it is necessary to deliver the expected results efficiently?

Q 46 How did you perform M&E function? Did you make any Project adjustments based on results of M&E data obtained to optimize Project performance?

**Sustainability:**

Q 47 How do you assess your Project sustainability? What indicators do you use?

Q 48 What are the strategies used by the Project to promote sustainability of its interventions?

Q 49 Are the gender machinery and GEWE system, including legislative, programmatic and budget commitments feasible for the GOU to implement and scale up?

Q 50 What is the probability that the national stakeholders and actors supported by UN Women will continue championing Project GEWE activities?

Q 51 Are some of the project results (institutional and policy changes, products, capacity building work) at high risk of being discontinued/abandoned after the project's ending? What are they?

**Coherence:**

Q 52 To what extent is the intervention aligned with international, regional and national agreements and conventions on gender equality and women's empowerment? How strong is the political will to ensure continuous and improved compliance with international GEWE commitments of Ukraine?

Q 53 To what extent is the project aligned with Ukraine's UN Partnership Framework (UNPF) 2018- 2022 and nationalized SDGs? Are there some mechanisms in UN and national SDG systems that will support sustainability of some Project results (e.g., requirement for national reporting on gender indicators)?

Q 54 To what extent are the interventions achieving synergies with the work of the UN Country Team? To what extent other UN sister agencies and other development partners will be willing and interested to continue enhancing results achieved by the Project?

Q 55 To what extent does the Project fit within UN Women's Strategic Plan and interrelated threefold mandate?

Q 56 Are there any synergies and inter-linkages between the Project interventions and other interventions of UN Women? What is the likelihood that other UN interventions build upon and enhance results achieved by the Project once it is completed?

**Questions specific for national government authorities supported by the Project**

Q 57 Is the Project aligned with Ukraine's national plans on gender equality as well as the country's internationally undertaken obligations and/or best practices?

Q 58 To what extent was the design of the Project relevant to your ministry/agency needs and priorities?

Q 59 Were you involved into the Project design and implementation? What activities have been undertaken by the Project to ensure its continuous relevance?

Q 60 Was the Project flexible to adapt to the changes in the national reforms processes and responsive to changing national priorities and external factors such as COVID-19?

Q 61 What is the comparative advantage of UN Women vs other organizations pursuing GEWE agenda in Ukraine?



Q 62 To what extent has the Project contributed to positive changes for women and reduced equity gaps in targeted sectors in favour of the most vulnerable women and girls? How did the vulnerable groups benefit?

Q 63 Has the Project achieved all its intended results? If no, why?

Q 64 Has the Project achieved any unintended results so far, either positive or negative?

Q 65 Has the Project had effective monitoring mechanisms in place to measure progress towards results?

Q 66 Did the Project explicitly support the most vulnerable groups and apply LNOB principle?

Q 67 Are you satisfied with the Project capacity-building interventions? What worked and what did not?

Q 68 What -if any- types of innovative good practices have been introduced in the Project for the achievement of GEWE results?

Q 69 How do you assess if the technical and policy advice products developed by the Project contributed to enhanced gender machinery/GEWE system?

Q 70 How would you assess the Project contribution to more system level changes (enabling environment, capacity building, supply and quality of services and demand for services)?

Q 71 What do you think about Project efficiency? Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the project outputs and outcomes?

Q 72 How do you assess the Project's sustainability?

Q 73 Are the gender machinery and GEWE system, including legislative, programmatic and budget commitments affordable for the GOU to implement and scale up?

Q 74 How well did the Project collaborate with UN agencies and other developmental partners? Will they continue advancing the results achieved by the Project?

Q 75 What is the probability that the national stakeholders and actors supported by UN Women will continue championing Project GEWE results?

Q 76 Are some of the project results (institutional and policy changes, products, capacity building work) at high risk of being discontinued/abandoned after the project's ending? What are they?

Q 77 How strong is the political will to ensure continuous and improved compliance with international GEWE commitments of Ukraine?

Q 78 How has your thinking and understanding of GEWE evolved because of your involvement with the Project?

Q 79 What type of other/additional support would the GoU prefer to receive from UN Women?

#### **Questions specific for the donor (SIDA)**

Q 80 How were the areas of the Project support identified?

Q 81 To what extent has the Project been flexible to adapt to the changes in the national reforms processes and responsive to changing national priorities and external factors such as COVID-19?

Q 82 Has the Project achieved all its intended results? If no, why?

Q 83 How would you assess the Project contribution to more system level changes (enabling environment, capacity building, supply and quality of services and demand for services)?

Q 84 Did the Project explicitly support the most vulnerable groups and apply LNOB principle?

Q 85 What do you think about Project efficiency? Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the project outputs and outcomes?

Q 86 Are you satisfied with the Project sustainability prospects? Please provide a few examples.

Q 87 How well did the Project collaborate with UN agencies and other developmental partners?

Q 88 What is the comparative advantage of UN Women vs other organizations pursuing GEWE agenda in Ukraine?

Q 89 What UN Women can do different and better in the future?

#### **Questions specific for CSOs Responsible Parties (CSOs)- Governance**

Q 90 What is the mandate of your CSO? What is your CSO geographic coverage? Who do you support/represent?

Q 91 What are the main barriers to GEWE advancement in Ukraine?

Q 92 Have you conducted organizational needs assessment to identify your capacity building needs to contribute to public debates/policy development to champion GEWE? Did the Project address the identified needs?

Q 93 What are your unmet capacity needs, if any?

Q 94 How do you normally engage with GoU and local authorities, including the national women's machinery?

Q 95 Have your capacities to engage into GEWE policymaking improved as a result of Project support? Please elaborate.

Q 96 Have you achieved all the intended results of your partnership with UN Women? If no, why?

Q 97 Will you continue working in the same areas without UN Women support?

Q 98 What were the most significant national or regional GEWE policy/programmatic changes that you have contributed to over the course of your partnership with UN Women?

Q 99 What is your experience with engaging vulnerable groups of women into decision making? If yes, what exactly did you do within the parameters of your partnership with UN Women?

Q 100 How does the women's movement (including women's rights CSOs and GE advocates) work together to create a common advocacy agenda? What are the priorities of that agenda? What are the obstacles to having a common agenda for GEWE advocacy? Did the project support the development and implementation of such agenda?

Q 101 Do you use any accountability mechanisms for GEWE advocacy as a result of the project?<sup>14</sup>

Q 102 How has GE's context changed in Ukraine between 2017-2021? How have your understanding and perspective on GEWE evolved due to the involvement with the Project?

Q 103 What UN Women can do better/differently to support CSOs involvement into GEWE policymaking and implementation?

#### **Questions specific for CSOs Responsible Parties (CSOs) – WPS**

Q 104 What is the mandate of your CSO? What is your CSO geographic coverage? Who do you support/represent?

Q 105 What are the main barriers to increased participation of women in peace processes?

Q 106 What mechanisms exist to involve women, including the most vulnerable groups in WPS matters, including for gender-based violence prevention?

Q 107 What were the results of Project's support? Did you strengthen your capacity to be involved into WPS matters (including GBV prevention)? Were you empowered for meaningful participation in WPS?

Q 108 Have you achieved all the intended results of your partnership with UN Women? If no, why?

Q 109 Will you continue working in the same areas without UN Women support?

Q 110 What were the most significant national or regional WPS changes that you have contributed to over the course of your partnership with UN Women?

Q 111 What is your experience of supporting vulnerable groups of women? If yes, what exactly did you do within the parameters of your partnership with UN Women?

Q 112 How does the women's movement (including women's rights CSOs and GE advocates) work together to create a common advocacy agenda? What are the priorities of that agenda? What are the obstacles to having a common agenda for GEWE/WPS advocacy? Did the project support the development and implementation of such agenda?

Q 113 How has GE's context changed in Ukraine between 2017-2021? How have your understanding and perspective on GEWE evolved due to the involvement with the Project?

Q 114 Looking forward, what are the most important areas of participation of women in peace processes the Government, UN Women and national partners should focus on in the short and long term?

#### **Questions specific for Beneficiaries CSOs/GE advocate (WPS/Governance)**

Q 115 What is the mandate of your CSO? What is your CSO geographic coverage? Who do you support/represent?

Q 116 What are the main barriers to GEWE/WPS advancement in Ukraine?

Q 117 How do you partner with other organizations advancing GEWE/WPS in Ukraine? Do you have an umbrella organization that helps you act as one front on GEWE/WPS?

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<sup>14</sup> E.g. the CEDAW, UPR shadow reports, and social accountability mechanisms such as social audits, citizen report cards, etc.

Q 118 What were you expected to achieve with the grant funding?

Q 119 Did you meet your objectives? If not, why not?

Q 120 What are your lessons learned from your partnership with UN Women?

Q 121 How does the women's movement (including women's rights CSOs and GE advocates) work together to create a common advocacy agenda? What are the priorities of that agenda? What are the obstacles to having a common agenda for GEWE/WPS advocacy?

Q 122 Looking forward, what are the most important areas of GEWE the Government, UN Women and national partners should focus on in the short and long term (including legislative and policy changes)?

Q 123 How has GE's context changed in Ukraine between 2017-2021? How have your understanding and perspective on GEWE evolved due to the involvement with the Project?

## Annex 6. Evaluation matrix for the Project Evaluation

Key questions	Anticipated methods	Indicators/Standards	Documentary data sources
<b>RELEVANCE</b>			
<p>How does the Project design match with the complexity of national structures, systems and decision-making processes? What have been the developments in NWM and GEWE policies over the last 5 years? Q 2., Q 6., Q 10, Q 13, Q 116, FG 5, FG 19, S 1, S 7</p> <p>How does UN Women assure that the Project reflects and aligns to Ukraine's national plans on gender equality as well as the country's internationally undertaken obligations and/or best practices? Were the Project areas of focus/interventions revised to ensure better alignment over the course of its implementation, including response to COVID-19. Q 1, Q 3, Q 4, Q 14, Q 80, Q 102, Q 105, Q 113, Q 123, FG 3, FG 25, S 5, S 10</p>	<p>Stakeholder mapping</p> <p>In-depth analysis of policy cycle in Ukraine (Government wide and GEWE specific), including budgeting and policy implementation/enforcement</p> <p>Systematic documentary review, with particular focus at main national policies, programs and initiatives supporting GEWE</p> <p>Mapping of available contextual analyses relevant to GEWE priorities pursued by the Project</p> <p>Further refinements and testing of TOC and results frameworks</p> <p>Semi-structured interviews</p>	<p>Extent to which the Prodoc and other documentation are aligned with the international commitments and national GEWE priorities</p> <p>Extent to which the Prodoc and other documentation reflect specifics of the national political and economic context</p> <p>Extent to which the Prodoc and other documentation are based on HRBA</p>	<p>Key national and international reports</p> <p>Key national strategies and plans, including budget analysis</p> <p>Key national data and analysis, with focus on gender data</p> <p>Key UN Women and Implementing partners documentation</p> <p>Project documentation, including on the process of Project development, implementation and monitoring</p>
<p>To what extent is the project contributing to the implementation of UN Women's Strategic Note? What are the indicators used to monitor the contribution? Q 1, Q 15,</p>	<p>Focus groups of CSOs</p> <p>Survey of trainings beneficiaries</p> <p>Reconstruction of logical chain of Project results/indicators to UN Women's Strategic Note and UNDAF</p>	<p>Extent to which the Prodoc and the UN Women's Strategic Note are aligned in terms of priorities, approaches, and indicators</p>	
<p>To what extent does the project's design and implementation process include a collaborative process, and shared vision for results-based delivery? How were other UN agencies and other partners involved in the Project design to promote synergies and reduce potential duplications? Q 57, Q 90, Q 106, Q 117, FG 6, FG 20</p>		<p>Evidence from multiple sources, supported with data, on the needs of women and vulnerable groups of women supported by the Project</p> <p>Evidence that the Project design and implementation were supported with robust evidence and customized to address diverse aspects of</p>	

<p>Were the design and implementation based on quality analysis, including gender and human rights-based analysis, risk assessments, and socio-cultural and political analysis? Were the knowledge products/analysis developed by the Project used by the national and developmental partners? Q 2, Q 7, Q 16, Q 91, FG 21</p>		<p>GEWE unique to Ukraine</p> <p>Evidence of collaborative nature of Project development, implementation and monitoring</p>	
<p>To what extent was the design of the intervention relevant to the needs and priorities of the beneficiaries, including the most vulnerable groups such as women and girls with disabilities, Roma women, victims of GBV? Was the process of Project development and implementation participatory? Q 8, Q 9, Q 58, Q 59, FG 1, FG 8, FG 18, FG 22, S3</p> <p>Did the Project explicitly support the most vulnerable groups and apply LNOB principle in Project design? What is the evidence? Q 17, Q 18, Q 84, Q 111, FG 2, FG 9</p>		<p>Mapping/listing of key bottlenecks identified by experts and UN Women. Comparative analysis of them.</p> <p>Evidence of partners, including UN agencies, donors, developmental partners and national authorities involvement into the Project design, implementation and evaluation</p> <p>Evidence of the contribution of engagement with women's CSOs and GE advocates to increased engagement with vulnerable groups for Project design, implementation and evaluation</p> <p>Evidence of disaggregation of analysis by vulnerable group supported by the project</p>	
<p>To what extent has the project been flexible to adapt to the changes in the national reforms processes and responsive to changing national priorities and external factors such as COVID-19? Q 19, Q 60, Q 81, FG 4</p>		<p>Changes in programming in response to changing external circumstance, including changing political priorities and decisionmakers and staff turnover as well as COVID 19</p>	
<b>EFFECTIVENESS</b>			
<p>What progress has been made towards achievement of the expected outputs and outcomes? Q 20, Q 38, Q 63, Q 82, Q 92, Q 93, Q 107, FG 13, FG 28, S 4</p> <p>How effective have the selected Project strategies and approaches been in progressing towards achieving Project results? Q 21, Q 95, Q 96, Q 108, Q 118, Q</p>	<p>Technical analysis and testing/reconstructing of theories of change / strategies</p> <p>Analysis of results data from Project M&amp;E system</p> <p>Mapping of risk analyses undertaken/</p>	<p>Extent of targets achievement, disaggregated by target</p> <p>Explanations for performance/under-performance</p> <p>Extent of system level outcomes</p>	<p>Key Project/Implementing partner documentation for relevant components including results frameworks, annual reports and other assessments, determinant analyses, donor reports,</p>

<p>119, FG 11, FG 26</p> <p>Has the project achieved any unintended results so far, either positive or negative? For whom? What are the good practices and the obstacles or shortcomings encountered? How were they overcome? Q 22, Q 64</p> <p>To what extent have capacities of relevant duty-bearers and rights-holders been strengthened through Project implementation? What capacity building strategies were used? How was the effectiveness of capacity building measures measured? Q 25, FG 10, FG 24, S 6</p>	<p>mitigation measures implemented</p> <p>Systematic documentary / data review</p> <p>Structured desk analysis of 2 Project components</p> <p>Semi-structured interviews with UN Women staff and partners</p> <p>Partial contribution analysis to determine progress against intended results</p> <p>Capacity building plan developed on the basis of the analysis of the demand for competence by the task forces and expert analysis</p>	<p>Evidence of changes in the lives of Project beneficiaries</p> <p>Assessment of the data produced by the system utilization by decisionmakers</p> <p>Volume of any beneficiaries affected (disaggrega</p> <p>Explanations for results achieved</p> <p>Degree of satisfaction of the target group representatives from the project outputs</p> <p>Evidence of changes in knowledge and skills of Project beneficiaries who participated in its capacity building interventions</p>	<p>monitoring reports, evaluation reports/reviews, meeting minutes, project reports/analyses</p>
<p>Has the Project had effective monitoring mechanisms in place to measure progress towards results? Q 23, Q 24, Q 65, Q 101, FG 23</p>	<p>Survey of training beneficiaries</p>	<p>Evidence of RBM monitoring mechanism in place and dedicated M&amp;E staff</p> <p>Assessment of availability/quality of evidence and data collected</p>	
<p>How adaptably and rapidly did UN Women react to changing country context and address the challenges? Q 26, FG 14</p>	<p>Focus groups of CSOs</p>	<p>Evidence of external factors' influence on Project results, disaggregated by factor</p> <p>Evidence of UN Women Project adjustment to changing environment including COVID 19</p>	
<p>What -if any- types of innovative good practices have been introduced in the Programme for the achievement of GEWE results? Q 27, Q 68</p>			
<p>Has the project led to complementary and synergistic effects on broader UN efforts to achieve GEWE in Ukraine? How did the Project partner with UN RCO, UNDP and other UN sister agencies? Q 28, Q 69</p>		<p>Mapping and analysis of key partners' involvement into GEWE interventions</p> <p>Evidence of UN Women strategies to achieve synergies with other partners</p>	
<p>Did the Project explicitly support the most vulnerable groups and apply LNOB principle in practice? Q 29, Q 66, Q 99, Q 100</p>		<p>Evidence of Project focus on vulnerable groups</p>	
<p>To what extent has the Project contributed to positive changes for women and reduced equity gaps in</p>			

targeted sectors in favour of the most vulnerable women and girls? What are the key measurable data points, such as budgetary allocations for gender equality and direct/indirect benefits to end beneficiaries? Q 30, Q 33, Q 34, Q 98, FG 12			
To what extent is the Project bringing about gender transformative changes that address the root causes of gender inequalities – including prevailing social norms, attitudes and behaviours, legislation, policy, discrimination and social systems? Please describe all these areas separately. Q 31, Q 32, Q 35, Q 36, Q 37, Q 67, Q 70, Q 83		Evidence of long-term systemic changes (e.g., social norms and values, institutions, policies, budgeting, public administration practices) influenced by Project	
<b>EFFICIENCY</b>			
Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the project outputs and outcomes? Q 39, Q 43, Q 71	Systems analysis of management strategies  Financial analysis – spend per component and intervention  Systematic documentary / data review, particularly of UN Women M&E systems and data	Timeliness of delivery of Project components compared to anticipated timelines  Extent of any delays incurred, and reasons for this  Extent to which a value for money balance of engaging national and international consultants was found and maintained	Key UN Women /Implementing partner documentation, by component  Strategy reports, analyses, monitoring reports, evaluation reports/reviews, cooperation agreements financial documentation including budgets, M&E systems reports/data
Does progress towards the achievement of outputs correspond to the final phase of the Project implementation? Q 40, Q 85	Semi-structured interviews with UN Women staff and partners	Extent to which instruments/modalities/delivery mechanisms and M&E processes delivered against their stated intentions, at the Project component level	
How has Project implementation affected efficiency of delivery? What factors have influenced this? Q 41, Q 42		Extent of use of M&E systems by Project staff and implementing partners	
Is the coordination between the Project counterparts and UN Women leading to better programme results? Q 44		Evidence of systems and strategies in place to achieve efficiency gains and savings in Project operations	
Has there been effective leadership and management of the Project including the structuring of management and administration roles to maximize results? Q 45		Evidence of innovative management solutions developed by UN Women	
To what extent are the programme’s monitoring mechanisms effective for measuring and informing management of Project performance and progress towards targets? How was Project M&E conducted over the course of its implementation? Q 46		Analysis of UN Women’s resource mobilization strategy.	



		Identification of effective practices in mobilization strategies.	
<b>SUSTAINABILITY</b>			
<p>To what extent has UN Women been able to establish relevant partnerships with key stakeholders? To what extent are relevant national stakeholders and actors included in the UN Women programming, implementation and policy advocacy processes? Q 51, Q 61, Q 86, Q 87, FG 32</p> <p>To what extent has the intervention succeeded in building sustainable individual and institutional capacities with rights-holders and duty-bearers? Q 5, Q 47, Q 72, Q 97, Q 110, FG 15, FG 33,</p>	<p>Systematic documentary review, applying structured tools</p> <p>Semi-structured interviews with Project staff and partners</p>	<p>Extent to which policy advice advanced by the Project have been adopted into national policies, programs, strategies and budgets</p> <p>Extent to which UN Women's interventions improved women rights CSOs and GE advocates influence over national policies, programs, strategies and budgets</p> <p>Extent to which any benefits of UN Women's investment have continued / are likely to continue should funding cease or be reduced</p> <p>Extent to which the attitudes and views of decisionmakers/public towards GEWE have changed as a result of UN Women work</p> <p>Extent to which UN Women interventions improved total allocations and targeting and effectiveness of national GEWE budget development and execution</p>	<p>Key national strategies and plans in relevant strategy areas e.g. Resolutions/laws, decisions/orders of the Cabinet of Ministers, strategies, plans and budgets in the areas relevant to GEWE as targeted by the Project</p> <p>Key Project and Implementing partner documentation for relevant strategies and interventions including</p>
<p>Have key national partners including women's movements and women's organizations etc. had a voice and influence within the project implementation? Q 48, Q 121</p> <p>To what extent were key national partners involved in the project's conceptualization and design process? Q 74</p>		<p>Evidence of partners, including UN agencies, donors, developmental partners and national authorities involvement into the Project design, implementation and evaluation</p>	
<p>Are some of the project results (institutional and policy changes, products, capacity building work) at high risk of being discontinued/abandoned after the project's ending? Q 49, Q 73, Q 76</p>		<p>Mapping of diverse risks and opportunities, and expert assessment of their probabilities.</p>	

<p>To what extent has the project modality led to improved communication, coordination and information exchange within the line Ministries, and other relevant stakeholders in Ukraine? What are the opportunities for and risks to the sustainability of Project’s interventions in the short and long term?</p> <p>Q 50, Q 62, Q 75, Q 78, Q 109, Q 112, Q 120, FG 17, FG 29, FG 30, S 8, S 9</p>		<p>Evidence of improved functioning of the National Women’s Machinery a result of project interventions</p>	
<p>Looking forward, which persistent or emerging system level bottlenecks will be the most important for UN Women to work to address?</p> <p>Q 4., Q 11, Q 12, Q 77, Q 79, Q 89, Q 103, Q 114, Q 122, FG 7, FG 16, FG 31, S 11 and 12</p>			
<p><b>COHERENCE: EXTERNAL</b></p>			
<p>To what extent is the intervention aligned with international, regional and national agreements and conventions on gender equality and women’s empowerment?</p> <p>Q 52</p>	<p>Analysis of results data from UN Women and M&amp;E systems</p> <p>Systematic documentary review, applying structured tools</p> <p>Semi-structured interviews</p>	<p>Mapping and analysis of key GEWE areas of advancement and roadblocks, strategically and by national, international/regional commitment? (i.e. CEDAW, Beijing 25+, UNSCR 1325)</p> <p>Degree of alignment of UN Women strategies with the international Ukraine’s GEWE commitments and national priorities (explicit linkages and references in Project documents to international commitments, state policies, programs and priorities)</p> <p>Degree of Project involvement into development of national legislation and policies promoting GEWE.</p> <p>Extent to which interventions are implemented in partnership with other key stakeholders (e.g., regional authorities, donors, CSOs.)</p> <p>Number and extent of partnership relations (e.g, information exchange, joint missions, joint activities)</p>	<p>Project documentation</p> <p>Reports of key national partners (SDGs progress, HR, GEWE)</p> <p>Reports of national partners to international HR bodies (GEWE component)</p> <p>Project implementing partner reports e.g. monitoring data, reviews and evaluations, etc.</p>
<p>To what extent is the project aligned with Ukraine’s UN Partnership Framework (UNPF) 2018- 2022 and nationalized SDGs? What indicators are used to assess the Project contribution to UNPF and SDGs?</p> <p>Q 53,</p>			
<p>To what extent are the interventions achieving synergies with the work of the UN Country Team? Q 54, Q 88, FG 27</p>			

		Extent of explicit alignment of both strategies and programming areas with those of key development partners	
<b>COHERENCE: INTERNAL</b>			
To what extent does the interventions fit within UN Women's Strategic Plan and interrelated threefold mandate? Q 55	Systematic documentary review, applying structured tools	Extent of explicit alignment of both strategies and programming areas with those of other Projects implemented by UN Women	Key national strategies; key national analyses, key national and international decisions/directives, key reports
Are there any synergies and inter-linkages between the interventions and also with other interventions of UN Women? Q 56	Semi-structured interviews (UN Women staff and partners)  Focus groups of CSOs		

## Annex 7. Methodological Limitations to Evaluation and Mitigation Strategies

Methodological Limitations	Mitigation Strategies
<p>COVID-19 restrictions make impossible face-to-face interviews and site visits that may lead to revision of the timelines and tools used.</p>	<ul style="list-style-type: none"> <li>● Seek UN Women guidance on acceptable tools to be used for the evaluation.</li> <li>● Cover as many partners and beneficiaries through online focus groups and survey of trainings’ beneficiaries.</li> </ul>
<p>Complexity and diversity of GEWE policy areas covered by the Project may result in methodological and logistical challenges to assess all their elements at the same level of depth and sophistication. Results produced by the Project may not be necessarily captured by traditional tools assessing policy advice support, such as national women machinery institutionalization, budget allocations, institutionalization of training and may require exploring changes in beneficiaries’ views and practices and other dimensions.</p>	<ul style="list-style-type: none"> <li>● Conduct meaningful online kick-off calls with UN Women to discuss UN Women priorities and expectations.</li> <li>● Conduct Evaluability Assessment to identify evidence available and evidence gaps to better focus the evaluation.</li> <li>● Enhance the evaluation focus on results and examine various changes in GEWE enabling environment that can be attributed to Project interventions.</li> <li>● Provide regular updates to UN Women on ET progress to ensure ongoing alignment with UN Women expectations and priorities and quickly resolve any emerging challenges.</li> <li>● Clearly define key deliverables and acceptance process at the onset of the evaluation.</li> </ul>
<p>The extent to which UN Women contributed to different legislative initiatives, communication and advocacy campaigns depended on the context, needs and willingness of partners to participate, which makes assigning direct attributions to outcomes of such deliverables challenging and no unified approach can be used</p>	<ul style="list-style-type: none"> <li>● Detailed overview of the exact Project products with the Project team to discuss the direct/indirect contribution of UN Women and direct/indirect attribution of the results to UN Women; triangulating information with partners and other relevant stakeholders to confirm attribution” and maybe something on the fact that none of the original team members are working with the Project, so it might be complicated reconstructing certain decision-making processes, project design, etc. (mitigation: we have MTR and different experts outside of the core project team that worked with the project previously).</li> </ul>
<p>Methodological challenges of recreating the Project TOC due to complexity of the Project</p>	<ul style="list-style-type: none"> <li>● Collaborate on further TOC re-creation with UN Women and Project staff. The review can be based on the version developed by the ET included in the IR that further refines the TOC developed through the MTR.</li> </ul>
<p>Inconsistent and insufficient M&amp;E data at the Project level.</p>	<ul style="list-style-type: none"> <li>● Conduct Evaluability Assessment to identify specific evidence gaps and adjust the evaluation approach to address them.</li> <li>● Use diverse information sources (e.g., interviews, partners reports, surveys, focus groups) to get sufficient data and triangulate it.</li> <li>● Use diverse internal UN Women information sources (e.g., donors reports, annual corporate reporting, funding data).</li> </ul>
<p>Sensitivity of stakeholders to questions and limited willingness to conduct frank and open dialogue</p>	<ul style="list-style-type: none"> <li>● Be transparent regarding the scope and purpose of the evaluation.</li> <li>● Explain how evaluation’s findings and recommendations may benefit the interviewees</li> <li>● Interviewees will be assured of strict confidentiality measures in place to encourage frank discussion.</li> </ul>

## Annex 8. Bibliography

Project management and monitoring

UN Women Ukraine Strategic Note

Donor Agreement and its amendment

Project registration card

Project re-registration card

Project Documents,

Annex 1. Results and Resources Framework (updated after MTE)

Annex 2. Parliamentary WPS WG

Annex 3. UN Women Organigram (updated in 2021)

Annex 4. Work Plan and Budget

Annex 5. ToR Project Advisory Group

Annex 6. List of Consulted Stakeholders

Annex 7. Risks and Mitigation Strategy

AWP2017-2021

Annual Reports to Donors with Annexes 2017-2019

Quarterly Reports (PMF)

Mid-Term Evaluation Report and Management Response

Partners and stakeholders

Stakeholder Analysis

Project Advisory Group Minutes (2019, 2020)

Project Coordination Meetings 2018

MoUs

Selected Project deliverables

Government (selected ministries) capacity needs assessment

GAL manual

ODA analysis

Statistics toolkit

Functional analysis

CSO Capacity needs assessment

Analysis of Integration of Gender Perspective into the Governance Model of the Public Administration Reform

Gender Analysis of Ukraine's Justice Sector Reform's Governance Model and Relevant Policies, Legal Acts and Strategies

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Booklet To-do List for The Planet: Guidance to Actions for HIV Activists on Sustainable Development Goals  
25 Regional Gender Profiles

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Guidelines for gender- and conflict-sensitive reporting

Midterm evaluation of NAP1325

Strategic Training Framework on Gender and WPS, developed for GS UAF and MoD

Standard Operating Procedures on how to conduct monitoring on gender-sensitive reporting by journalists of PBC

Selected trainings delivered

Two 2-day trainings on "Integration of the equal rights and opportunities of men and women to the activities of executive bodies in realization of reforms"

Training on Integration of Gender in Public Administration and Public Service Reform

Training materials for Ministry of Justice

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ToT with NACS in 2019

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Toolkit on Application of International Standards for Ensuring Equal Rights and Opportunities for Women and Men in the Ministry of Interior (MoI) and its Respective Institutions of Security Sector, Coordinated by MoI

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Mol Action Plan for Implementation of Gender Policy by 2021

Mol Order on the establishment the official post of gender advisor for every executive body, coordinated by the Ministry #509 as of 14.06.2019

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Action Plan of the Working Group for the Implementation of the UN Security Council Resolution 1325 on Women, Peace and Security for 2019 – 2020, Ministry of Defence

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Order #4831/7 of 26 December 2017 of the Ministry of Justice on appointing Deputy Minister as a Gender Focal Point and reanimating and strengthening its Working Group on Introduction of Gender Approaches to the Work of the Ministry

Strategic Plan. Activities and decisions of the Ministry of Justice of Ukraine is based on the principles of equal rights and opportunities between women and men

Order of the Ministry of Justice No. 3719/5 as of 27.11.2018 «On Approval of Methodological Guidelines for gender analysis of legislation and draft legal acts”

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## Annex 9. Template to Assess Project Progress Against its Targets and Indicators

<p><b>UN Women Development Impacts 4</b> “Peace and security and humanitarian action are shaped by women leadership and participation” and 5 “Governance and national planning fully reflect accountability for gender equality commitments and priorities”</p>								
<p><b>UN Women Flagship Programme Initiatives:</b> "Women's Engagement in Peace, Security and Recovery" and "Transformative Financing for Gender Equality and Women's Empowerment"</p>								
<p><b>United Nations Partnership Framework (2018 – 2021)</b> Thematic Pillar 3 Democratic governance, rule of law and civic participation: <u>Outcome</u> “By 2022, governance institutions on all levels are performing effectively and efficiently to implement accountability, inclusiveness, human rights and gender equality-based principles and practices while Ukrainian people, including vulnerable groups, enjoy human rights protection, gender equality, and have non-discriminatory access to public services and the rule of law and contribute to decision-making process.” National development priorities:</p>								
<p><b>Ukraine’s 2020 Strategy (Responsibility Pillar):</b> “Every citizen will have necessary social support, access to quality healthcare, education, state services and quality of life in general. In New Ukraine, every community will receive the opportunity to influence its own future, prosperity and share responsibility for the whole country”<sup>15</sup> Ukraine State Programme on Ensuring Equal Rights and Opportunities of Women and Men (2018 – 2021)<sup>16</sup>; Ukraine’s NAP 1325 Objective 1 “Peace-keeping and peace-protecting activities: analyses, co-ordination and human resources” and Objective 2 “Women’s participation in peacebuilding”</p>								
<p><b>Project Goal:</b> to support the government and civil society to achieve transformative results for gender equality and women’s empowerment in Ukraine by integrating the gender equality and women, peace and security commitments into the national reforms, including their adequate financing, implementation, monitoring and evaluation.</p>								
Outcome	Output	Indicator, baselines and targets (by 2020)	Means of verification	Assumptions/Risks	Results Achieved			
					Outputs achieved as of 2021	Indicators attainment as assessed by ET	Outcomes progress	ET comments
Outcome 1 National mechanism on gender equality and key government institutions integrate gender equality provisions and priorities in national reforms planning and budgeting	Output 1.1: National institutional mechanism has enhanced capacity to ensure government-	Indicator 1.1.1.: Presence of Coordination and M&E mechanisms for government-wide gender mainstreaming in policies, reforms, planning and budgeting	Annual reports of the national mechanism on gender equality;	Country context is conducive for work on gender equality;  The Office of the Commissioner of Equal Rights and	Target 1.1.1 reached		Target reached	Sustainable use of the mechanism will depend on political will

<sup>15</sup> Ukraine-2020 Strategy: [http://reforms.in.ua/sites/default/files/imce/2020booklet21\\_11engpreview.pdf](http://reforms.in.ua/sites/default/files/imce/2020booklet21_11engpreview.pdf)

<sup>16</sup> The Concept of the Ukraine State Programme on Equal Rights and Opportunities of Women and Men (2018 – 2021):

[http://www.mlsp.gov.ua/labour/control/uk/publish/article;jsessionid=6862CD38AE3D6FCD652DFF8D4C500A9B.app1?art\\_id=193466&cat\\_id=160760](http://www.mlsp.gov.ua/labour/control/uk/publish/article;jsessionid=6862CD38AE3D6FCD652DFF8D4C500A9B.app1?art_id=193466&cat_id=160760)

<p>in line with international and national commitments on GEWE.</p> <p>Indicator: # of reforms that include gender equality provisions</p> <p>Baseline: the baseline indicator was identified as “0” based on the mapping of the national public administration, justice sector reform, and security and defence sector reform conducted by the national experts.</p> <p>Target: 3 (Public Administration, Security and Defense and Law Enforcement)</p>	<p>wide gender mainstreaming in policies and reforms</p>	<p>Target: Yes</p> <p>Baseline: No (as of April 2017)</p> <p>Source: Decrees and Decisions of the Cabinet of Ministers</p> <p>Indicator 1.1.2.: Ministry of Economic Development has the knowledge and skills to design and/or refine a system to track and make public allocations for gender equality (including ODA)</p> <p>Target: Yes</p> <p>Baseline: No (as of April 2017)</p> <p>Source: Ministry of Economic Development</p>	<p>National Council on Public Administration Reform; Ministry of Economic Development</p>	<p>Opportunities of Women and Men is established and is operational in the first half of 2017; the new National Programme on Equal Opportunities and its targets approved in 2017 and applied to policy making, reforms planning and budgeting</p> <p>Risks: Lack of political will at the government decision making levels</p>	<p>Target 1.1.2 has not reached</p>			<p>It is unlikely the target 1.1.2 will be reached by the end of the Project</p>
	<p>Output 1.2: Key Government institutions in charge of the reforms have enhanced capacity to analyze, formulate and execute gender-responsive policies, reforms, plans and budgets</p>	<p>Indicator 1.2.1.: # line ministries, which apply knowledge and tools provided by the project for gender-responsive planning and budgeting</p> <p>Target: 3</p> <p>Baseline: the baseline indicator was identified as “0” based on functional analysis of the National Women’s Machinery.</p> <p>Indicator 1.2.2: The presence of methodology</p>	<p>Partners’ reports</p>	<p>Key government partners open to building capacity for professionalization of civil service and to formulation and implementation of the gender-responsive reforms, plans and budgets; the National Agency of Ukraine on Civil Service is open to</p>	<p>Target 1.2.1 reached and surpassed</p>			<p>Although the target formally has been reached, the ET has concerns about actual budget execution</p> <p>Target 1.2.2 have strong</p>

		<p>for a comprehensive training course on gender-mainstreaming in policy making, planning and budgeting for civil servants that is developed for adoption by National Academy of Public Administration under the President of Ukraine</p> <p>Target: Yes</p> <p>Baseline: 0 (as of April 2017)</p> <p>Source: Curriculum of the National Academy of Public Administration under the President of Ukraine</p>		<p>introduction of the gender course</p> <p><u>Risks:</u> government and gender advocates are not receptive to the tools/knowledge and do not have capacity and resources for home-grown tracking tools</p>	Target 1.2.2 reached			sustainability prospects
	<p>Output 1.3: Gender advocates and women's groups have enhanced capacity and demand accountability and transparency of decision making and spending for gender and women, peace and security commitments.</p>	<p>Indicator 1.3.1.: Number of knowledge products developed by the project applied by gender advocates to demand accountability and transparency of decision making and spending.</p> <p>Target: 3 knowledge products by 2021.</p> <p>Baseline: 0 (as of April 2017)</p> <p>Source: Partners' and annual project reports</p> <p>Indicator 1.3.2.: Number</p>	<p>Partners' reports; joint CSO statements on Government plans and budgets</p>	<p>There is an official mandate and capacity among CSOs to monitor government's plans and commitments from a gender perspective; gender equality advocates are given the space to participate in the reforms and policy making; there are good working relations between the national</p>	Target 1.3.1 reaches and surpassed			<p>The ET has concerns about use of knowledge products developed in policy making (target 1.3.1)</p> <p>The ET has concerns about continuity of gender advocates</p>

		<p>of position papers/statements by gender advocates on implementation and spending for gender equality in reforms</p> <p>Target: 3 annual statements by 2020</p> <p>Baseline: 0 (as of April 2017)</p>		<p>mechanism on gender equality and women's groups</p> <p><u>Risks</u>: the influence of gender advocates on reforms is limited and does not translate into concrete results.</p>	Target 1.3.2 reached and surpassed			involvement into GEWE reforms
<p>Outcome 2 An enabling environment for implementation of the Women, Peace and Security commitments is created in Ukraine</p> <p>Indicator: % of budget allocated specifically for implementation of NAP 1325</p> <p>Baseline: 3% (state); 30% (local); 67% (other) budgets (NAP adopted in 2016)</p> <p>Target: 4%</p> <p>There is no system of</p>	<p>Output 2.1: Coordination, monitoring and evaluation mechanisms for implementation of the NAP 1325 through national reforms at national and local levels are in place and include women's groups</p>	<p>Indicator 2.1.1.: Government coordination and M&amp;E mechanisms are functional and include diverse women's groups<sup>17</sup></p> <p>Target: Yes (government coordination and M&amp;E mechanism is functional and include diverse women's groups)</p> <p>Baseline: No (NAP1325 adopted; government coordination and M&amp;E mechanism do not exist as of April 2017)</p> <p>Source: NAP 1325 Report</p>	<p>M&amp;E Framework</p> <p>Annual Plans of the Ministry of Social Policy and other line ministries</p>	<p>Political will to develop accountability, coordination and monitoring mechanisms and be held accountable is in place; security sector actors are open to integrating UNSCRs 1325 in the sector reform and to building capacity on gender equality.</p> <p><u>Risks</u>: Poor quality of the adopted accountability framework (NAP 1325);</p>	Target 2.1 partially reached. Coordination mechanism in place and functional, but M&E mechanism is underdeveloped			Lack of information on budget allocation for NAP 1325 implementation

<sup>17</sup> Mainstream gender organizations and groups as well as groups of women facing multiple forms of discrimination

tracking of the state budget allocation for NAP 1325 and no costing was done by the Government which doesn't allow to properly track the state budget allocations and expenditures. That's why it is proposed to formulate the target based on the approximate percentage increase in state budget allocations against the baseline				implementation is impeded by political and financial barriers; uneven commitment by the Government to WPS, NAP 1325 and the promotion of women's human rights.				
	Output 2.2: Security institutions adopt and implement comprehensive sector action plans on UNSCR 1325, which are adequately financed and monitored	Indicator 2.2.1: Number of security sector institutions that implement sectoral WPS plans  Target: 2 security sector institutions implement sectoral WPS plans (Ministry of Defense and Ministry of Internal Affairs)  Baseline: 1 – Ministry of Defense (2016 Annual Plan on WPS)	Annual reports of the security sector actors	Security sector actors are open to integrating UNSCRs 1325 in the sector reform and to building capacity on gender equality; government keeps the focus on the EU and Euro-Atlantic integration and political priorities related to non-permanent membership in the UN Security Council.  <u>Risks:</u> Change of leadership in the security sector (MOD);	Target 2.2.1 reached and surpassed			





## Annex 10. A list of key informants interviewed

<b>Donor</b>	Head of Reform Cooperation/ Programme Officer Development Co-operation Embassy of Sweden
<b>UN Women Ukraine</b>	Head of Office National Programme Coordinator Operational Manager Project Manager Programme Coordinator Programme Analyst on Gender Responsive Reforms (Governance) Programme Analyst on WPS Administrative Assistant Financial Assistant Administrative and Logistics Clerk UN Women Communication Specialist to UN Women staff Programme Specialist, International Project Manager
<b>Government</b>	Deputy Head DPM Office Government Commissioner on GE Policy Ministry of Social Policy Representatives Ministry of Justice Representatives Ministry of Foreign Affairs Representatives Creative Director, Ukrainian Institute State Statistics Service (SSSU) Representatives Head State Service on Ethnic Policy and Freedom of Conscience Ministry of Reintegration of Temporarily Occupied Territories National Agency of Ukraine for Civil Service Deputy Minister, Ministry of Veterans Affairs Ministry of Internal Affairs Representatives State Emergency Service Representatives Ministry of Defence Representatives Gender advisor to the Head of Zhytomyr military institute MP, Head of the Committee/ MP, Deputy Head of the Committee and Head of the Subcommittee on GE Parliament Committee on Human Rights, National Minorities and Interethnic Relations
<b>CSOs</b>	Strategic Development Director, Ukrainian Women's Fund Head Roma Women Charitable Fund "Chirikli" Head WLHIV National NGO "Positive Women" Regional Broadcasting Manager, Public Broadcasting Company Ukrainian Women's Congress Representative
<b>Media and private business</b>	Sustainability lead, Starlight media Top manager, Urban Space 500
<b>International Development Partners and UN System</b>	Head of Development Cooperation, Embassy of Canada Gender Adviser, SURGe Project Political Officer, NATO Office National Project Officer in Politico-Military Dimension

	OSCE Project Co-ordinator in Ukraine
	Head of Justice, Freedoms and Civic Space Unit, UN Human Rights Monitoring Mission in Ukraine/ Programme Officer OHCHR
	National ILO Coordinator/ ILO Project Coordinator, ILO Office
	Data Officer, UN Resident Coordinator Office
	UNDP Representative
<b>Contractors and responsible parties</b>	Team Lead, Promundo
	StarLightMedia Representative
	StratCom Representative
	Vice-President, NGO La Strada
	Pro Rector, National Academy for Internal Affairs (NAIA)
	Executive Director/ Sociologist, Kyiv International Institute of Sociology (KIIS)
	Consultant, Institute for Gender Programs
	NGO “Ukrainian Women Veteran’s Movement” (UWVM)
	Head, NGO “Myr na doloni”
<b>Contracts for Consultants - Special Service Agreement (SSA)</b>	8 National Consultants for UN Women
	4 International Consultants for UN Women

## Annex 11. Focus Group Discussions

### General methodological notes

- Sites of the study: Zoom call. FGs will be conducted by members of the ET
- Selection of the respondents: ET and Project staff/providers
- Number of observations: one-time observation, no future contacts with subjects planned
- Duration: 2 hours

Groups:

- 1) Representatives of CSOs engaged through contractual agreement in WPS Component (9)
- 2) Representatives of CSOs engaged through contractual agreement in Governance Component (4)

Focus Group 1	
	Ukrainian Women's Congress
	Ukrainian Center for Social Reforms

Focus Group 2	
	Head, NGO Maibuttia
	Head, NGO "Myr na doloni"
	NGO "Ukrainian Women Veteran's Movement" (UWVM)

### Protection, data and information collection and storage protocols for FGDs and surveys participants

#### Written protocols to ensure human subjects' safety

To meet the ethical standards and ensure effective processes and accountability for ethical oversight of these processes; to ensure the protection of, and respect for, human rights within all research, assessment, and data collection processes, the ET will undertake the following steps:

- Verbal consent will be received before the start of FGD explaining the purpose of the study, that no person will be identified, the responses will be aggregated and the session will be recorded.
- The ET will describe in great detail the purpose of FGDs and benefits for the subjects. Participants will give a voluntary and informed consent.
- The ET will advise subjects that they may choose not to participate or to stop participating in FGDs anytime.
- Subjects will be instructed not to share any personal and confidential information.
- The ET will be prepared to stop the FGDs if risks for subjects arise such as disclosure of personal or confidential data.
- The ET will advise the subjects that if they have any complaints, they should contact UN Women Project directly.
- Once FGDs data is processed, the recordings will be deleted.

## **FGD Guides with the representatives of CSOs engaged through contractual agreement in WPS Component**

### **Introduction**

Hello dear participants of the focus group discussion. This discussion is a part of a data collection exercise for the final evaluation of the UN Women project “Gender equality at the centre of reforms, peace and security”. You were invited to participate in this focus group, as a representative of a CSO that engaged with the Project’s Governance Component. Your insights and opinions would help us better assess Project’s performance and shape recommendations on how UN Women can be helpful in achieving transformational gender results in Ukrainian context.

During the discussion, there are no right or wrong answers, we want to hear about your experiences. If some of the questions seem difficult to you, you do not have to answer them.

In order for us to analyze the results of our discussion, we are conducting audio and video recording. Participation in this study is anonymous. Your words and opinions will be presented in the report in a generalized form, without mentioning any individual (identifying) information.

Let's get to know each other. [introduce members of the ET present]

Tell us what your name is, your organization and what was your and the CSO you’re representing involvement with the Project.

FG 1 How has your CSO come into existence? What is the mission of your CSO? Where do you operate? Who are your main stakeholders?

### **Contextual Questions**

FG 2 How has conflict in in Donetsk and Luhansk oblast and annexation of Crimea affected women and other marginalized groups in Ukraine?

FG 3 What were the most important developments in WPS between 2017-2021? [Guide participants to focus on 2019-2021 as well] How has your understanding of WPS and GEWE evolved during that time? How has your CSO been involved in some of these developments?

FG 4 How would you assess the actual and potential impact of COVID-19 on women in Ukraine? How would you assess the impact of the pandemic on the reforms and processes related to WPS?

FG 5 What mechanisms exist to involve women, including the most vulnerable groups in WPS matters, including for mitigation and/or response to gender-based violence as a result of the conflict?

FG 6 How does the women’s movement (including women’s rights CSOs and GE advocates) work together to create a common advocacy agenda? What are the priorities of that agenda? What are the obstacles to having a common agenda for GEWE/WPS advocacy? Did the project support the development and implementation of such an agenda?

FG 7 What are the main barriers to increased participation of women in peace processes in Ukraine?

## **Engagement with UN Women**

FG 8 How were you engaging with the Project? What was the role of your CSO in the Project? How did you get selected?

FG 9 What is your experience of supporting vulnerable groups of women? If yes, what exactly did you do within the parameters of your partnership with UN Women?

FG 10 What are the unmet capacities of your CSO?

FG 11 How would you assess the role of UN Women and this project in advancing WPS agenda in Ukraine? How would you assess the Project's approach and methods in advancing WPS agenda?

FG 12 Were there any areas in your work that were strengthened because of your engagement with UN Women and this project?

FG 13 What were you expected to achieve with your funding from UN Women? Were you able to achieve it? If no, why? What do you think UN Women Ukraine offers that is unique from other UN Agencies or donors?

FG 14 What are your lessons learned from your partnership with UN Women? If you were to do this activity/grant project again, what would you change?

FG 15 Will you continue working in the same areas without UN Women support?

## **Looking Forward**

FG 16 Looking forward, what are the most important areas related to WPS that the Government, UN Women and national partners should do to focus on in the short and long-term?

FG 17 Will the results you achieved because of your engagement with UN Women last after the Project's end?

### **FGD with the representatives of CSOs engaged through contractual agreement in Governance Component**

#### **Introduction**

Hello dear participants of the focus group discussion. This discussion is a part of a data collection exercise for the final evaluation of the UN Women project "Gender equality at the centre of reforms, peace and security". You were invited to participate in this focus group, as a representative of a CSO that engaged with the Project's Governance Component. Your insights and opinions would help us better assess Project's performance and shape recommendations on how UN Women can be helpful in achieving transformational gender results in Ukrainian context.

During the discussion, there are no right or wrong answers, we want to hear about your experiences. If some of the questions seem difficult to you, you do not have to answer them.

In order for us to analyze the results of our discussion, we are conducting audio and video recording. Participation in this study is anonymous. Your words and opinions will be presented in the report in a generalized form, without mentioning any individual (identifying) information.

Let's get to know each other. [introduce members of the ET present]

Tell us what your name is, your organization and what was your and the CSO you're representing involvement with the Project.

FG 18 How has your CSO come into existence? What is the mission of your CSO? Where do you operate? Who are your main stakeholders?

### **Contextual Questions**

FG 19 What were the most important developments in GEWE between 2017-2021? [Guide participants to focus on 2019-2021 as well] How has your understanding of GEWE in Governance evolved during that time? How has your CSO been involved in some of these developments?

FG 20 How does the women's movement (including women's rights CSOs and GE advocates) work together to create a common advocacy agenda? What are the priorities of that agenda? What are the obstacles to having a common agenda for GEWE advocacy? Did the Project support the development and implementation of such an agenda?

FG 21 What are the main barriers to GEWE in Ukraine and women's involvement in Ukrainian government?

### **Engagement with UN Women**

FG 22 How were you engaging with the Project? What was the role of your CSO in the Project? How did you get selected?

FG 23 Have you conducted organizational needs assessment to identify your capacity building needs to contribute to public debates/policy development to champion GEWE? Did the Project address the identified needs?

FG 24 What are your unmet capacity needs, if any?

FG 25 How do you normally engage with GoU and local authorities, including the national women's machinery?

FG 26 Have your capacities to engage into GEWE policymaking and advocacy improved as a result of Project support? Please elaborate.

FG 27 What do you think UN Women Ukraine offers that is unique from other UN Agencies or donors?

FG 28 Have you achieved all the intended results of your partnership with UN Women? If no, why?

FG 29 Will you continue working in the same areas without UN Women support?

FG 30 What were the most significant national or regional GEWE policy/programmatic changes that you have contributed to over the course of your partnership with UN Women?

### **Looking Forward**

FG 31 Looking forward, what are the most important areas related to WPS that the Government, UN Women and national partners should do to focus on in the short and long-term?

FG 32 Will the results you achieved because of your engagement with UN Women last after the Project's end?

FG 33 What UN Women can do better/differently to support CSOs involvement into GEWE policymaking and implementation?

## Annex 12. Results of online survey

### Survey Description

Evaluation team conducted an online survey of the Project's training participants. The data was collected using an online survey form (SurveyMonkey platform) between August 18 and September 1. The survey itself have been previously reviewed and agreed upon during the Inception Report stage of the evaluation process. The respondents were selected from the lists of event participants that the Project registered in the past (220 in total). Respondents received a letter from a member of the Project team and the link to the survey, while also reminding them of the training(s) that were conducted within the framework of the Project. The follow-up email was sent on August 26, reminding them to fill out the survey. The survey, translated to Ukrainian, took on average 4 mins to fill out.

### Demographics of the respondents and attendance of the events

The response rate among those who received the survey was 87% (191 out of 220 respondents). However, 5 surveys did not pass the logic test (in question 6, 5 people responded that they attended 0 training events. Their responses were excluded from the aggregated survey results).

57% of the respondents were women (106) and 43% were men (80) [Question 1], as presented in Figure 1.

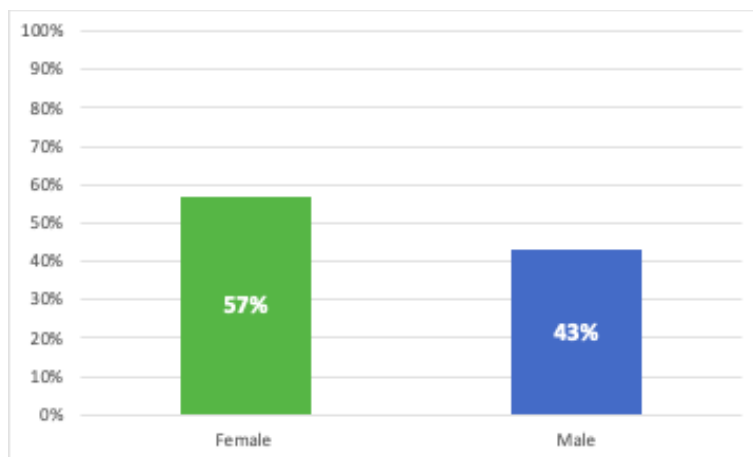


Figure 1 – Breakdown of respondents of the survey by sex

The age distribution [Question 2] of the respondents has been fairly balanced, as presented in the table below.

Age	Share	Number of respondents
18-24	2%	4
25-29	9%	17
30-35	16%	30
36-40	18%	34
41-45	24%	44

46-50	12%	23
51-55	8%	15
56-60	7%	12
61-65	4%	7
66+	0%	9

[Question 3] In terms of the occupation, the most common groups were “academia” (35%) and “national government representative” (28%), as seen on Figure 3 and the table below, followed by “regional government representatives” (18%).

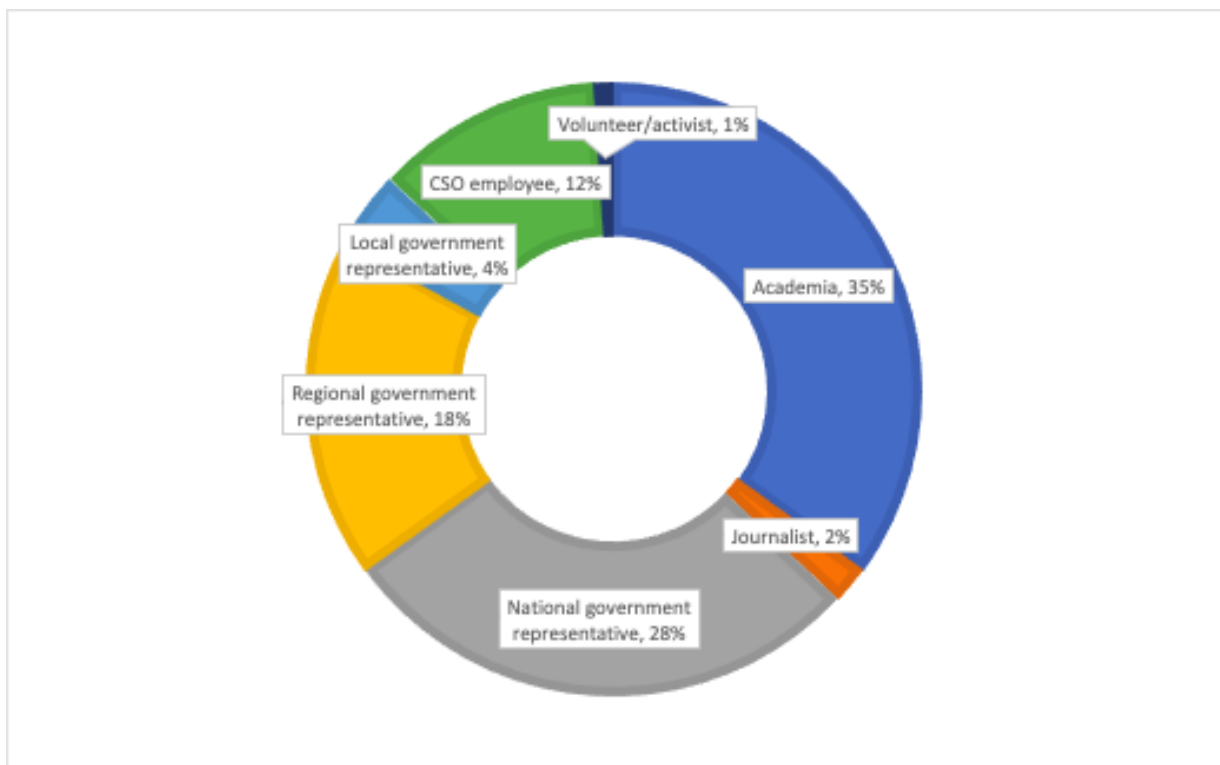


Figure 3 – Breakdown of respondents by occupation

Occupation	Share	Number of respondents
Academia	35%	67
Journalist	2%	4
National government representative	28%	53
Regional government representative	18%	35
Local government representative	4%	7



CSO employee	12%	23
Volunteer/activist	1%	2

Mean number of attended events was 3.24, with 36% respondents (34% of women respondents and 38% of men respondents) attending 2 events, 28% (26% of women respondents and 19% of male respondents) attending 1 event, 20% (20% of women respondents and 11% of men respondents) attending 3 events and 16% attending 4 and more events.

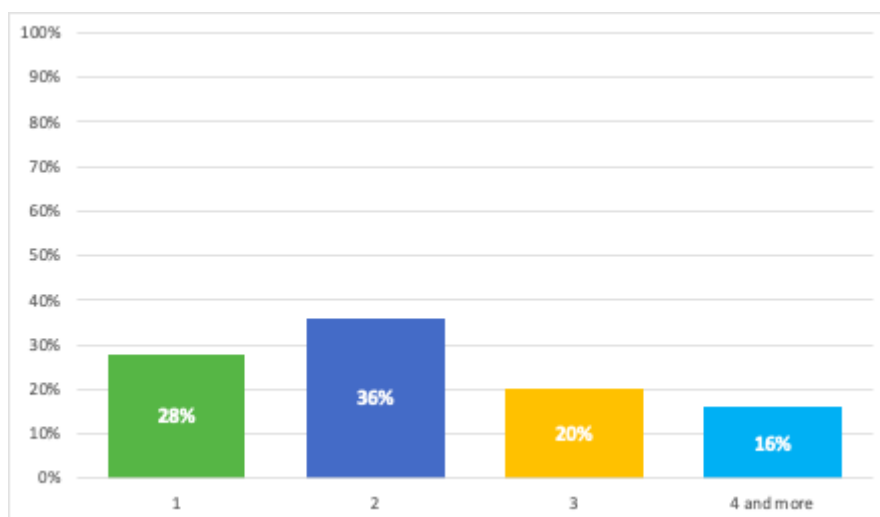


Figure 4 – Distribution of number of events the participants attended

[Question 6] 116 respondents (61 women and 55 men) attended seminars, organized by UN Women, while 105 (63 women and 42 men) participated in training. Fifteen people (13 women and 2 men) participated in training of trainers (ToT). *[Respondents had an option to choose more than one answer in this question].*

The respondents were offered to choose from a list of all the trainings that were conducted within the framework of the Project [Question 5]. As many of the respondents participated in 2 and more events, there could also be multiple answers to this question. It is worth noting that there are only few trainings that had the largest participation, while the others had very few respondents, therefore, presenting the results, disaggregated by the theme of the training would impose bias. Similar situation would be true to disaggregation by occupation, as the distribution of occupations among the participants is uneven. This poses challenges related to representation biases.

Name of the training	Share	Number of respondents
Basics of gender equality	50%	93
Gender analysis of legislation	22%	40
Gender equality in HR policy	40%	73
Gender mainstreaming in security and defense sector	36%	67
Gender responsive journalism	3%	5

Mediation-dialogue skills training	5%	10
Project management	4%	8
Psycho-social training for personal development	5%	10
Advanced business development course and communication	2%	4
Non-violent communication	6%	12
Integrating gender at the institutional level for leaders	32%	61
Journalism and conflict: gender perspective	1%	1

### Assessment of the capacity building events

[Questions 7 and 8] The participants were asked to assess their knowledge on GEWE issues before attending UN Women capacity building events [Question 7]. The mean score for the pre-training self-assessment is 5.5 (for women – 5.43, for men – 5.7).

The mean score for the post-training self-assessment is 7.22 (for women – 7.49, for men – 6.98), indicating a **1.72 points** increase in self-assessed knowledge of GEWE (a total of 2.06 points change for women and 1.28 points change for men). However, men self-assessed their baseline knowledge higher than women and picked lower scores for post-training assessment. “Gender mainstreaming in security and defense sector” had the largest change in self-assessment score – from 5.5 pre-training to 7.5 post-training. The breakdown of the pre-post training assessment is presented in Figure 5.

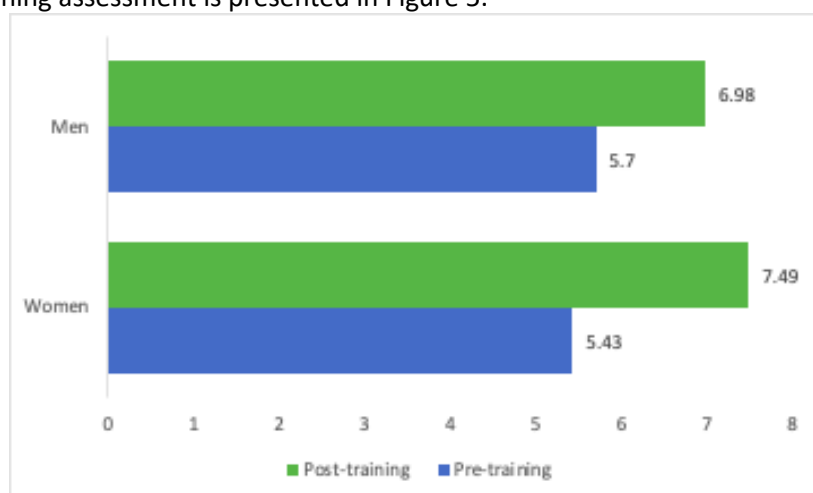


Figure 5 - Pre/post training assessment, disaggregated by sex

### Relevance of the capacity building events

[Question 9] 74% of the respondents found the events to be relevant to a larger extent or very relevant. However, this percentage is much higher among women (81%), than for men (64%), as presented in Figure 6. Men among all age categories consistently rank the relevance of GEWE capacity building events lower. It would be worth exploring the specific reasons as to why men found these trainings and seminars less relevant through further research (focus groups or semi-structured interviews) during the inception period of the next phases of the project. The cross-tab analysis of this question against the topics covered in training(s) shows that “Gender mainstreaming in security and defense sector” and “Gender approach in HR policy” were found to be the most relevant among the respondents (ranked the training(s) as “relevant to a larger extent” and “very relevant”, 84% and 79% respectively).

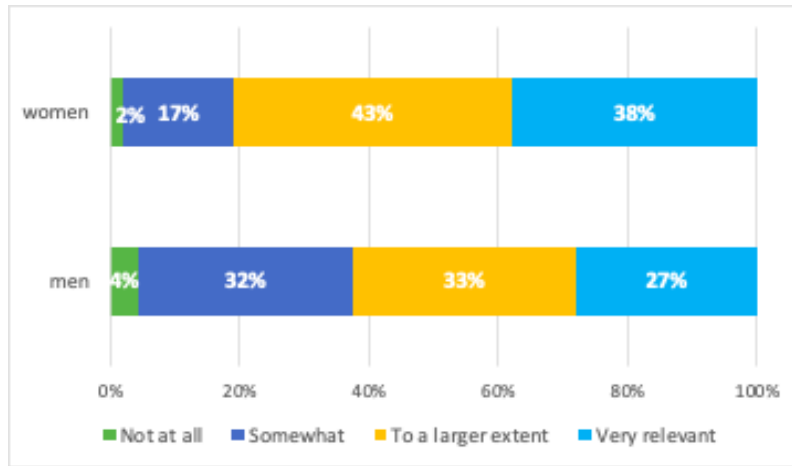


Figure 6 – Distribution of UN Women training(s) relevance assessment, disaggregated by sex

### Applicability of new knowledge and skills

The respondents were asked to assess how often they use their new knowledge and skills in their professional lives, given four choices: never, sometimes, often, all the time [Question 10]. Figure 7 presents the distribution of responses, disaggregated by sex. Similarly, to the pattern above, women strikingly claimed to use their new knowledge and skills more often than men (responses as “often” and “all the time” were selected 33% and 30% respectively versus 25% and 20% for men, while a larger share of men picked “sometimes” and “almost never”. 47% and 8% respectively versus 36% and 1% for women).

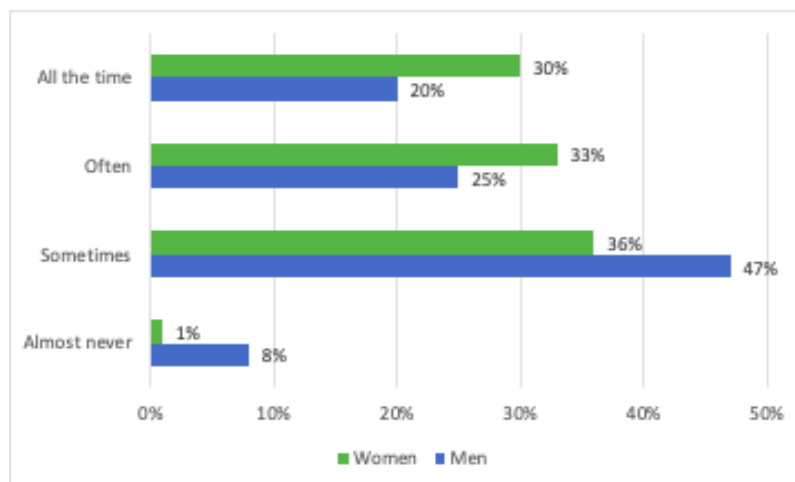


Figure 7 – Distribution of responses to the question on the frequency of use of the new knowledge and skills

There has been no distinct pattern between different age groups, however, among different themes of the training events, the participants of “Gender mainstreaming in security and defense sector” have predominantly selected “often” and “all the time” responses (72% among 67 participants).

### Beliefs and perceptions about GEWE

The respondents were asked to assess their current perception of GEWE issues in Ukraine by choosing from four options [Question 11]. The options and the distribution of responses are presented below:

- I don't believe GEWE is an issue in Ukraine **(18% (34))**
- I believe GEWE issues are somewhat important, but they don't need to be a priority **(24% (45))**
- I believe GEWE issues should be given a lot of attention in society and politics **(38% (70))**
- I actively advocate for GEWE in Ukraine in my work and personal life **(20% (37))**

However, that same question has a very different breakdown, if disaggregated by sex, as presented in Figure 8. Women view GEWE issues consistently more important than men - 46% of men

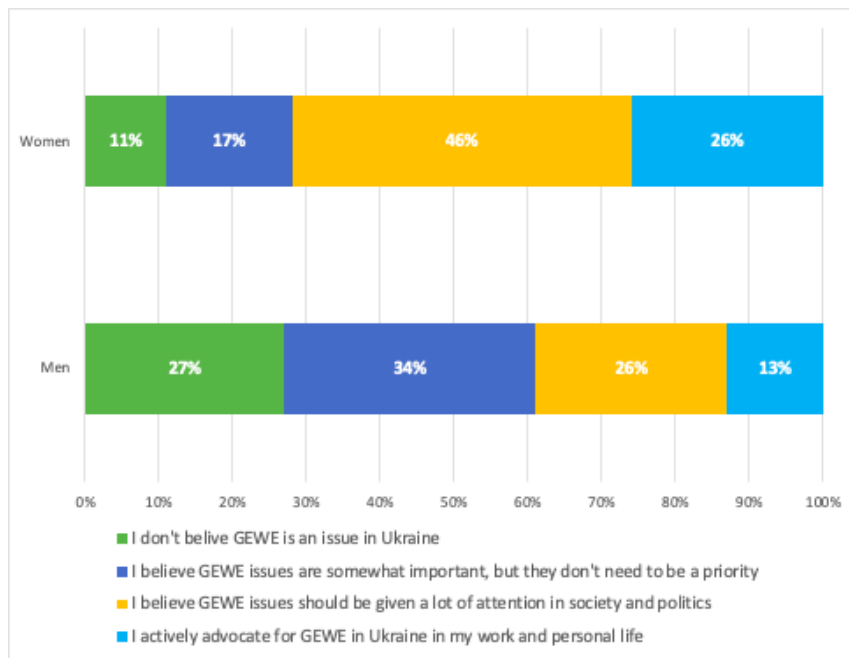


Figure 8 – Distribution of the responses on perception of GEWE issues in Ukraine, disaggregated by sex

If compared against age, as seen in Figure 9, the pattern of younger people being more active GEWE advocates can be noticed in the chart below. At the same time, younger respondents also more frequently chose the “GEWE is not an issue in Ukraine” option. The reasons for such polarities should be further explored and assessed. It is worth mentioning that the age group 18-24 had only 4 respondents, therefore, the responses for this group cannot be considered representatives and should not inform future decision making.

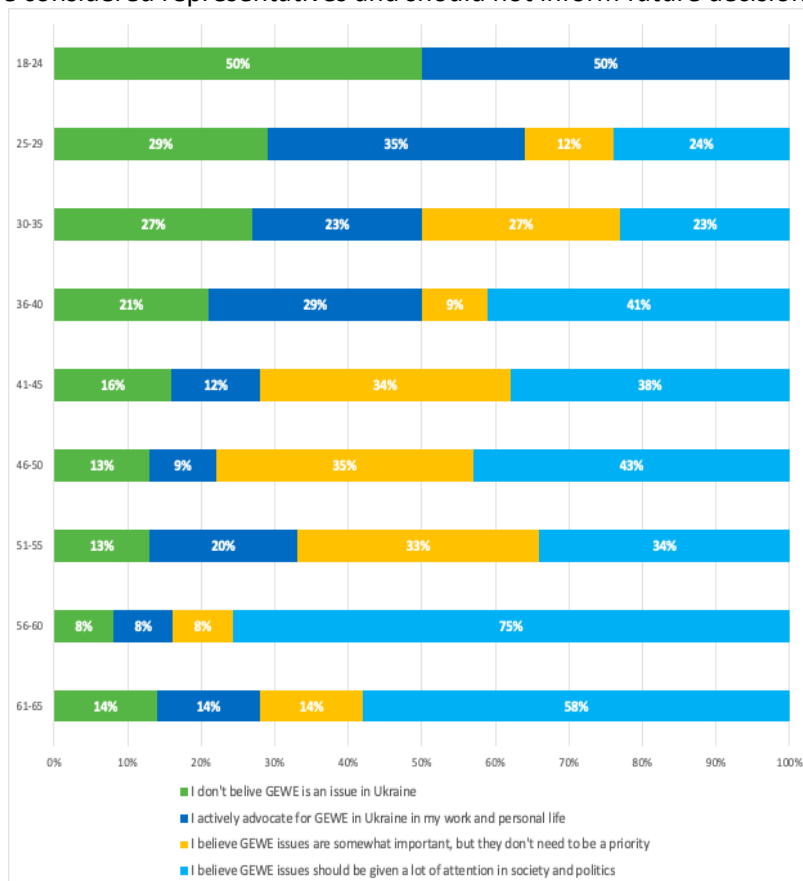


Figure 9 – Perception of GEWE issues in Ukraine, disaggregated by age

Further, respondents were asked to assess how participation in UN Women training events has impacted their perceptions of GEWE with four options to choose from [Question 12], as seen in Figure 10 (listed alongside the distribution of responses):

- They stayed the same **(22% (41))**
- They worsened **(1% (1))**
- I understand the importance of GEWE a little bit better **(24% (45))**
- I understand the importance of GEWE a lot more **(40% (75))**
- I now actively advocate for GEWE in Ukraine in my work and personal life **(13% (24))**

Most women responded that they understood GEWE more or actively advocated for GEWE in work and personal life (53%), while, concerning 26% of men stated that their beliefs were unchanged, as seen in Figure 8.

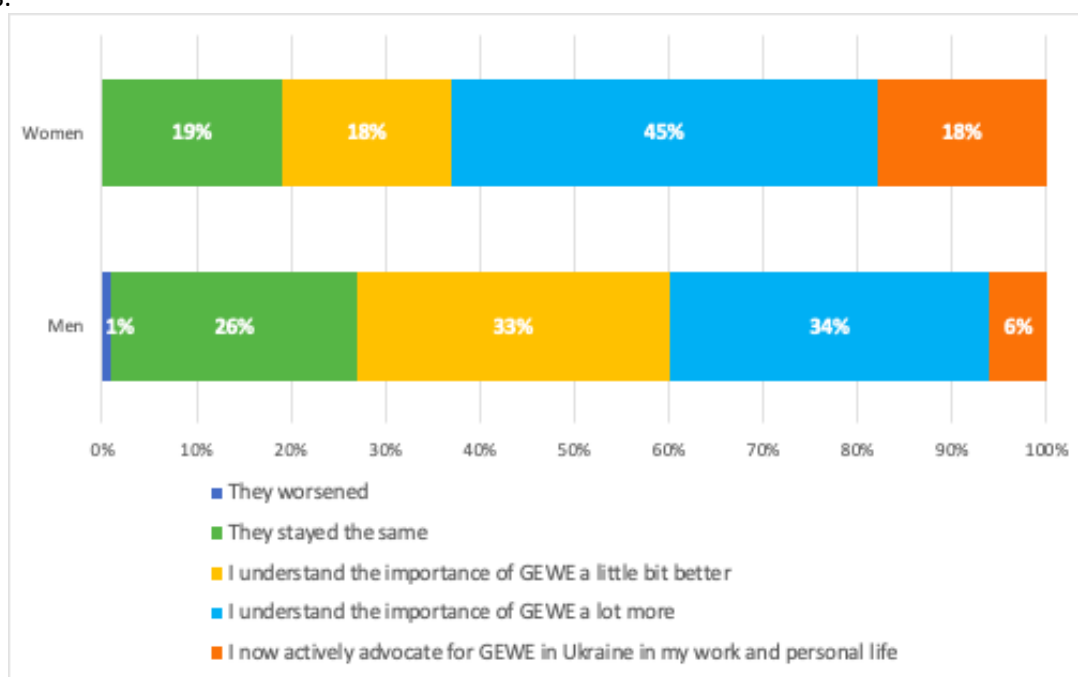


Figure 10 – Change in perception about GEWE in Ukraine because of UN Women capacity building event, disaggregated by sex (top bar – women, lower bar – men)

In total, **77%** of those surveyed responded that their perception of the importance of GEWE has changed (this includes answers such as “I understand the importance of GEWE a little bit better”, “I understand the importance of GEWE a lot more”, “I now actively advocate for GEWE”). The age group that stated that they understand GEWE “a lot more” or “actively advocate for GEWE in Ukraine” the most is 36-40 and 56-60 (64% and 67% respectively).

The biggest change (this includes answers such as “I understand the importance of GEWE a little bit better”, “I understand the importance of GEWE a lot more”, “I now actively advocate for GEWE”) among men has been following the training “Basics of gender equality” (71%) and “Gender mainstreaming in security and defense” (80%). Among women, the most impactful was “Gender analysis of legislation” (96%) and “Gender equality in HR” (88%).

In Question 14, the respondents were asked to assess how the situation with GEWE has changed in Ukraine since 2017 with four options for response. As seen in Figure 11, 64% of respondents believe that the situation around GEWE has improved, while 20% believe that it majorly improved. Around 16% of respondents stated that the situation around GEWE stayed the same and no pessimistic perceptions have

been expressed (0% of respondents answered “It got worse”). The general distribution of the responses is presented below in Figure 10. There is no statistically significant difference in the responses between women and men. The most positive outlook was among the age group of 50-55 and 56-60. The least positive outlook was among the 30-35 and 36-40 group.

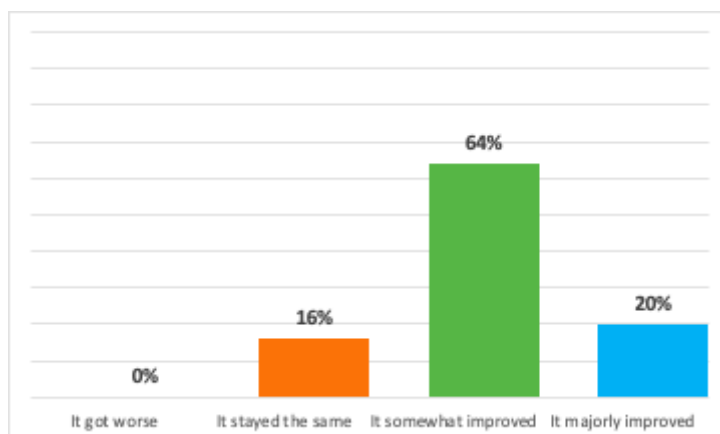


Figure 11 – Assessment of the change in the situation around GEWE in Ukraine since 2017

### Cases and stories of the new knowledge and skills applications

The respondents were offered to answer an open-ended question to share cases or instances where they were able to apply their new skills and knowledge. 49 respondents participated in this question, though 25 of them did not contain an answer or had one word response (e.g. “none” or “some”).

The most relevant responses are quoted below:

- “I pay more attention to these issues in the course that I teach”
- “When conducting legal assessment of some policies, I was able to find parts that were discriminating women”
- “Development of hiring operating procedures”
- “I use it as a head of the gender advisory unit in the military academy where I work” (5 similar responses)
- “I wrote articles on gender issues, I also teach on gender policy”
- “The teaching curricular was updated” (9 similar responses)
- “I rebalanced gender composition of the Department leadership”
- “I use examples and cases from training in my own lectures and seminars”
- “I highlight the gender composition of temporary commissions and use gender-sensitive language”
- “We included gender consideration in the construction project at one of the government buildings”

### Future engagement and suggestions

The respondents were offered to provide open-ended questions to suggest the areas or issues that UN Women and partners should be focusing on in the nearest future. 57 responses were received though, 10 of them did not contain a word or had “I don’t know”, as an answer.

The most relevant responses are provided below:

- “Labor and expanding professional opportunities for women (e.g. “women pilots”, “women in the military”, “women in politics”) (5 similar responses)
- “Increasing tolerance within the society to accept different lifestyles, free from gender stereotypes and norms” (2 similar responses)
- “Increase number of women in leadership”

- “Prevention of GBV and sexual harassment” (3 similar responses)
- “Gender equality in rural areas”
- “Improving equipment and technical supplies for women in military” (3 similar responses)
- “Supporting regional initiatives”
- “Mediation and psycho-social support”
- “Demonstration of women’s achievements in government”
- “Support of women in temporary occupied territories”
- “Education and culture” (3 similar responses)

As for Question 16 (“Comments and suggestions”), out of 58 responses, 52 said that they either had no further comments, thanked UN Women or asked to continue to carry out the training. There were 3 comments suggesting to include the perspective of men in the conversation on gender equality or suggesting that there is no need for such capacity building events, as there is full gender equality in Ukraine and not all women want to be equal to men.

### **Further comments and conclusions**

It is worth noting that some criticism regarding the “Gender analysis of legislation” training expressed – the respondent(s) recommended identifying more qualified trainers to provide the training, as their expertise were not matching the expectations and professional experience of the participants.

Further, trends and patterns suggest that men are less perceptive to the topic and even act reactive to such training(s). The increasing popularity of “anti-gender” movements can even be noticed among the responses to the survey, concerning among younger age groups.

### **Text of a message to training beneficiaries inviting them to participate in survey**

Dear participants of the training(s)! UN Women is conducting an evaluation of the project “Gender equality at the centre of reforms, peace and security (2017-2021)”. As a participant of the capacity building events carried out under this Project, we would appreciate getting your feedback about the event(s) you attended, your beliefs and perceptions around gender equality and how you apply your skills and knowledge in your work and personal life. The survey will take 15 minutes. All of your responses are completely anonymous. If you have any questions or concerns, reach out to Yuliya Petsyk ([ypetsyk@gmail.com](mailto:ypetsyk@gmail.com) or +380731517321).

S 1 Question 1 [Multiple Choice]. Please, indicate your sex:

- female
- male
- prefer not to disclose

S 2 Question 2 [Dropdown List] Please, indicate your age

*List from 16 to 99*

S 3 Question 3 [Multiple Choice] Please, indicate your occupation:

- national government representative
- regional government representative
- local government representative
- CSO employee
- volunteer/activist
- journalist
- academia
- Other \_\_\_\_\_

S 4 Question 4 [Multiple Choice]. What type of UN Women capacity building event(s) have you attended?

- Training of Trainers
- Trainings
- Seminars

S 5 Question 5 [Multiple Choice]. What topics were covered by the capacity building event(s) you have attended?

- Basics of gender equality
- Gender analysis of legislation
- Gender equality in HR policy
- Gender mainstreaming in security and defense sector
- Gender responsive journalism
- Mediation-dialogue skills training
- Project management
- Psycho-social training for personal development
- Advanced business development course and communications
- Non-violent communication
- Integrating gender at the institutional level for leaders
- Journalism and conflict: gender perspective

S 6 Question 6 [Checkbox]. How many UN Women training/ seminars have you attended?

- 0
- 1
- 2
- 3
- 4 and more

S 7 Question 7 [Scale 0-10, where 0 – no prior knowledge, 10 – expert knowledge]. Assess your level of knowledge and skills of mainstreaming gender in your work prior to attending UN Women training event(s)  
1 2 3 4 5 6 7 8 9 10

S 8 Question 8 [Scale 0-10, where 0 – no prior knowledge, 10 – expert knowledge]. Assess your level of knowledge and skills of mainstreaming gender in your work after attending UN Women training event(s)  
1 2 3 4 5 6 7 8 9 10

S 9 Question 9 [Multiple Choice]. How relevant were the training(s) events to your work?

- Not at all
- Somewhat
- To a larger extent
- Very relevant

S 10 Question 10 [Multiple Choice]. How often do you use the skills and knowledge that you gained after the training(s)?

- Not at all
- Sometimes
- Often
- All the time

S 11 Question 11 [Multiple Choice]. Choose the statement that is most relevant to you:

- I don't believe GEWE is an issue in Ukraine
- I believe GEWE issues are somewhat important, but they don't need to be a priority
- I believe GEWE issues should be given a lot of attention in society and politics
- I actively advocate for GEWE in Ukraine in my work and personal life

S 12 Question 12 [Multiple Choice] Have the perceptions and beliefs around gender equality and women empowerment changed because of your participation in UN Women training event(s)?

- They stayed the same
- They worsened
- I understand the importance of GEWE a little bit better
- I understand the importance of GEWE a lot more
- I now actively advocate for GEWE in Ukraine in my work and personal life



S 13 Question 13 [Open Questions]. Kindly share an example or a story of how your new skills and knowledge about gender equality and women empowerment acquired through UN Women training helped you in your work (if any)

S 14 Question 14 [Multiple Choice] How has the situation with gender equality and women empowerment changed in your area of work since 2017?

- It got worse
- It stayed the same
- It somewhat improved
- It majorly improved

S 15 Question 15 [Open Questions]. Looking forward, what are the most important areas related to gender equality and women empowerment the Government, UN Women and national partners should focus on in the short and long-term?

S 16 Question 16 [Open Questions]. Do you have any other comments or suggestions?

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## Annex 13. Short biographies of ET members

### **Arkadii Toritsyn – Evaluation Team Lead**

Arkadii Toritsyn is a US-trained policy and evaluation practitioner with a doctorate in Public Policy/Political Science from Rutgers University, USA. Arkadii is employed by the Ministry of Education, Ontario, Canada as a senior policy advisor where he contributes to education sector results based planning and monitoring. He advises on and evaluates government policies, programs and projects supporting children with special education needs.

Arkadii has more than 20 years of experience conducting and leading complex portfolio, program and project evaluations for UN agencies and other development partners. He evaluated more than 20 programmes and projects and provided advice to UN agencies and developmental partners in Armenia, Azerbaijan, Belarus, Bulgaria, Kazakhstan, Kosovo, Kyrgyzstan, Laos, Moldova, Montenegro, Serbia, Turkmenistan, Tajikistan, Thailand, Ukraine, Uzbekistan, and Vietnam. Arkadii was a lead author, co-author and contributor to 15 UNDP National and Regional Human Development Reports and was a lead author for four UNICEF national Situation Analysis reports as well as lead author of a UN Common Country Assessment for Belarus. He authored a number of Guides and other publications for UN system.

In Ukraine, Arkadii led the Evaluation of the Country Programme of Co-operation between the Government of Ukraine and UNICEF 2012-2016 that was recognized by UNICEF HQ as one of the best evaluations. In 2020-2021, Arkadii conducted Assessment of the High Commissioner on National Minorities (HCNM) support to the Ministry of Education and Science of Ukraine (MoESU) in implementing the pilot Project entitled “Formation of multilingualism in children and pupils: progressive European ideas in the Ukrainian context” for Organization for Security and Co-operation in Europe. He is a native Ukrainian speaker.

### **Yuliya Petsyk- National Consultant**

Yuliya has over 6 years of experience in international development, project implementation, monitoring and evaluation. She graduated summa cum laude from Gordon College (Massachusetts, USA) with BA in Business Administration and is currently pursuing MPA in Development Practice from Columbia University in New York, concentrating on quantitative and qualitative research methods and behavioral studies.

Yuliya led the monitoring and evaluation unit at UNDP in Ukraine for almost 4 years, focusing on projects related to democratic governance, human rights, and gender equality. She coordinated over 20 evaluations, performed field visits, prepared proposals and project reports for a variety of donors. Prior to UNDP, Yuliya worked with the OSCE Project Co-ordinator in Ukraine in conflict-sensitive media development. She has experience working with international NGOs in poverty alleviation and microfinance, as well as food security and agriculture. Yuliya is fluent in English, Ukrainian and Russian.

### **Laura Groggel- Gender Specialist**

Laura has over 10+ years of experience in gender and social equity development and humanitarian programming. She holds a Master degree in International Political Economy and Development with a concentration in gender and development from Fordham University in New York City. She has lived and worked abroad for the last 15 years. She is currently based in Kyiv, Ukraine where she has recently supported the cluster evaluation of two of UN Women Ukraine’s projects working in inclusive governance, EVAW, and women, peace, and security (WPS).

Laura has worked with numerous international organizations, including the US Government, to provide strategic and technical leadership for gender integration in multi- sectoral development and humanitarian programming with additional expertise in social inclusion, positive youth development, gender-based violence (GBV), WPS, and monitoring and evaluation. She specializes specifically qualitative research, including the design and management of gender analyses and evaluations to inform strategy development and evidence-based, cost-efficient activity design.