

DRAFT

**Sustainable Local Development**

**in Rural Areas of Chernivtsi and Odesa Oblasts**

Decentralized Project Final Evaluation

Ukraine, September 2019

**Submitted to:**

UNDP Ukraine

**Prepared by:**

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Disclaimer. This is an external evaluation. The views expressed in this report are those of the author and do not necessarily reflect the position of UNDP.

ADA Results-Assessment Form for Mid-Term and

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(Final Format Nov. 2016)

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| --- |
| Title of project/programme (please, spell out): Sustainable Local Development  in Rural Areas of Chernivtsi and Odesa Oblasts |
| Contract Period of project/programme: December 2016 – 14 September 2019 |
| ADC number of project/programme: 8320-01/2016 |
| Name of project/programme partner: UNDP Ukraine |
| Country and Region of project/programme: Ukraine (Odesa and Chernivtsi oblasts) |
| Budget of this project/programme: EUR 800 000 |
| Name of evaluation company (spell out) and names of evaluators: Kateryna Kravchuk, Independent Evaluation Expert |
| Date of completion of evaluation/review: September 16, 2019 |
| Please tick appropriate box:   1. Evaluation/review managed by ADA/ADC Coordination Office 2. Evaluation managed by project partner:   X |
| Please tick appropriate box:  a) Mid-Term Evaluation b) Final Evaluation c) Mid-Term Review d) FinalReview  X  Others: please, specify: |
| **Project Outcome *(Please, include as stated in the Logframe Matrix):***  **Sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory governance and encouraging community-based initiatives in two oblasts (Chernivtsi and Odesa)** |
| **For Final Evaluation/Review[[1]](#footnote-1): Project Outcome: To what extent has the project already achieved its outcome(s) according to the Logframe Matrix? Please, tick appropriate box**  Outcome(s) was/were:   |  |  |  |  | | --- | --- | --- | --- | | Fully achieved: | Almost achieved: X | Partially achieved: | Not achieved: |   **Please, also explain your assessment: What exactly was achieved and why? If not achieved, why not?**  According to the Logic of Intervention, the expected results of the project are:   * Increased public capacity and incentives for active monitoring of local development-related decision-making structures and procedures on local level;   Transparent procedures, civic oversight over the project implementation, overcoming the mistrust to the public institutions are the main advantages of the project methodology according to the main stakeholders.   * Enhanced advocacy and lobbying skills and capacity among (community-based) civil society authorities and local authorities;   Strong capacity building components and complex procedures that required additional skills from the local stakeholders resulted in their strengthened capacity in advocacy and lobbying (e.g. strengthened public speaking and negotiation skills, project management, budgeting, digital literacy, event management expertise).   * Institutionalized dialogue between relevant stakeholders with the view to ensuring sustainable social, economic and environmental development at the local level;   Collaborative decision-making approach was applied at all stages of the project implementation. According to the different stakeholders, all parties equally participated in the prioritizing of the local development needs, the negotiation of the project ideas, selection of the final proposals for seed granting, solving the operational challenges appearing during the implementation phase, providing data for monitoring and reporting etc. The coherent and timely project implementation became possible because of the continuous consultations of collaborative bodies established within the project (local development forums, regional and local resource centers, regular board meetings of the main partners). The main success of the project methodology: with a comparatively small share of the grant contribution, a majority of the local communities attracted two to three times larger investments from the regional or local budgets – a proven evidence of their growing capacity and emerging opportunities for future development initiatives. The main challenges that remain at the local level are: lack of the mid- or long- term policy documents that reflect strategic thinking of the community leaders on the development issues; lack of resources (budget, infrastructure, institutional capacity) to ensure the realization of the sustainable development goals in the communities not yet willing to participate in the decentralization process in Ukraine (mainly in Odesa oblast). |
| **Project Outputs: To what extent has the project already achieved its outputs[[2]](#footnote-2) according to the LogframeMatrix ?Please, tick appropriate boxes**  **Output 1 *(Please, include as stated in the Logframe Matrix):* The capacity of local communities, local authorities and universities in applying community led development, participatory governance and service delivery is strengthened.**  Output was:   |  |  |  |  | | --- | --- | --- | --- | | Fully achieved: | Almost achieved:X | Partially achieved: | Not achieved: |   **Please, explain your assessment:** (Please, consider description of output and relevant indicators)  As of August 2019, the project is meeting the majority of target indicators for Output 1 (the progress is tracked in Annex 5). At the same time, in the LogFrame matrix the qualitative target indicators that measure the capacity of the local institutions are missing. Therefore, the relevant data collection within the project’s monitoring and evaluation process was limited. Data collected during the field study of this evaluation indicate that the capacity of the local organizations increased significantly (namely negotiation and advocacy skills of the local decision makers have been strengthened; collaborative solutions have become a common practice within the project; participatory decision-making mechanisms have proven their efficiency (forums for local development, meetings of the coordination bodies, public oversight over the microproject implementation, etc.); grassroots leaders perform as equal participants in the joint initiatives; local community members recognize their ownership over the micro projects’ final implementation results.  **Output 2 *(Please, include as stated in the Logframe Matrix)*:**  **Small farm and non-farm business development is promoted in rural and urban areas**  Output 2 was:   |  |  |  |  | | --- | --- | --- | --- | | Fully achieved: | Almost achieved: X | Partially achieved: | Not achieved: |   **Please, explain your assessment:** (Please, consider description of output and relevant indicators)  Similar to Output 1, as of August 2019 the project is meeting the majority of target indicators for Output 2 (the progress is tracked in Annex 5). However, the LogFrame matrix does not contain the qualitative target indicators that measure the promotion of the business development in target communities. Therefore, the data collection and monitoring over the level of awareness or behavioral changes of the final beneficiaries was limited. At the same time, the data collected during the site visits and interviews with the beneficiaries prove that the mechanism of transparent selection for the seed grant receivers though the participatory practices in the local communities had a number of positive effects:   * Local community members have been supporting the emerging business initiatives at the major stages of the project implementation (assistance in the construction works, small loans, psychological support, etc.) and later have become the main consumers of the corresponding goods and services; * Local entrepreneurs confirm that the cooperation with the local authorities have intensified since they realized their role as taxpayers to the local budget; * Several new business initiatives have emerged without the seed grant support as a side effect of the consultations during the local coordination meetings as well as the training programs provided by the project. |
| **Impact/Beneficiaries:**  How many women, men, girls, boys and people in total have already benefited from this project directly and indirectly? Please, explain  Total number of the Project’s direct beneficiaries reached 71,236 persons. The number of direct beneficiaries under Output 1 reached 49,062 (55% are women). Under Output 2, 22,174 direct beneficiaries were reached (51% are women). Number of indirect beneficiaries consists 219 184 people in total. The Annex 8 presents total number of beneficiaries per each oblast as of June 2019 segregated by gender.  What exactly has already changed in the lives of women, men, girls, boys and/or institutions from this project? Please, explain:  The majority of the community organizations that participated in the project are women-led (Annex 8), 7 organizations out of 31participating in the project are ruled by the women-only team. Women interviewed within the field study indicate that among the main advantages of their participation in the project are: increased level of self-confidence, increased level of income, increased level of support from family members and peers; for young people – motivation to stay in the village; new perspectives for self-development; for men – motivation to start family businesses rather then move abroad; for elderly people – increased level of trust in the local leaders; participation in the community life. Several initiatives not directly related to the project had emerged as the consequence of growing activity of the local community organizations (e.g. environmental activist movements, competitions on the improvement in infrastructure; participatory budgeting, engagements with the other donor organizations etc).  Which positive and/or negative effects/impacts in terms of gender can be possibly be attributed to the project? Please, explain:  During the planning phase of the project it is crucial to consider that the general levels of the gender and environmental awareness in Ukraine are usually low.[[3]](#footnote-3) These are not the priority issues for the local population in the rural areas struggling to survive economically and reach above the poverty threshold in their daily life. At the same time, a holistic approach to the local development may create additional value for the breakthrough in the way of being and contribute to the shift in the mindset of the local people – from being a victim of circumstance (paternalism mentality) to becoming an owner and innovator in the development process (asset-based community development). Raising gender awareness among the decision makers and local opinion leaders may contribute to more gender-sensitive planning of the strategic development activities and unlock the potential for economic growth and boost in creative sustainable development solutions.  If applicable, which institutions have benefitted from this project/programme and how?  Local Community Organizations have developed their capacity in proposal writing and project management which makes them more reliable partners for the local authorities in the development projects. Local and regional authorities have strengthened their cooperation experience and culture of non-bureaucratic daily interaction. Local universities have confirmed the added value that the project brings to the academic work since they have received the access to real-life case studies that can be used for the research purposes. Business support organizations indicate that they continue to consult the alumni of the training programs beyond the project activities. Objects of the social infrastructure have significant improvements related to energy efficiency (which contributes to providing better service for the final beneficiaries). |
| **Mainstreaming cross-cutting issues:**  **Gender:** To what extent was gender mainstreaming included in the project? To what extent were the recommendations - if any- from the ADA internal gender-assessment considered and implemented?  The project communication and procedures have been inclusive, focusing particular attention on the needs of the most disadvantaged groups. Women prevail in all groups directly or indirectly benefitting from the project (except that the number of male recipients of the seed grant support for the small grants initiatives slightly exceeds the number of female winners (Annex 8), despite the fact that the number of the participants in the training programmes for entrepreneurs had 70:30 female to male ratio). The reasons for this imbalance will be investigated in the final survey planned by the project team in October 2019. All quantitative gender-related indicators described in the LogFrame Matrix are met. The qualitative gender-related indicators were not included in the LogFrame, and therefore the relevant data collection had not been foreseen by the project activities. Although there are no baseline indicators that the project team can refer to as a starting point, following the ADA internal gender assessment recommendations, the questions regarding the changes in attitudes, beliefs, barriers, self-confidence for women and men will be included in the final project survey planned for October 2019. Following the ADA recommendations, the questionnaires for the survey will be designed based on the consultations with UN Women. That way the project team will acquire the qualitative data measuring whether the gender mainstreaming conducted within the project was relevant to tackle the needs of the vulnerable groups.  **Environment:** To what extent was environmental mainstreaming included in the project? To what extent were the recommendations—if any—from the ADA internal environment assessment considered and implemented?  The environmental mainstreaming was included in the project in two ways:   1. Applying environmental requirements of the Ukrainian legislation at all stages of the micro project implementation (Annex 13). 2. Following ADA recommendations, UNDP Environmental Agenda for Sustainable Development Goals 2030 was mainstreamed in the communication, awareness raising, and educational components of the project. Environmental protection and ecology were part of the programme for SDG days conveyed by the project team as a tool for localization and implementation of SDGs at the local level (goals 6 (clean water and sanitation), 13 (climate action), 15 (life on land)). Annex 15 describes the framework for these activities.   Several business models promoting environmentally friendly solutions have been supported within the small grants competition (e.g. production of the wood briquettes from the forestry and gardening waste; environmentally friendly land cultivation (ASC “TopAgroService”)).  Which positive and/or negative effects/impacts in terms of environment can be possibly be attributed to the project? Please, explain  There is no evidence generated yet that would demonstrate that the energy efficiency measures within the project have had a positive environmental impact (since renovation works had been mainly finished during the spring-summer season). Nevertheless, the prognosis for the CO2 emissions reduction in the consequence of the implemented micro projects foresees quite significant change – it is expected that CO2 emissions will be reduced by 543,147 tons per year in total comparing to the previous periods (detailed calculations are available in Ukrainian for each object). At the same time, no specific training for the project beneficiaries regarding the use of environmentally friendly materials, technical solutions or promoting sustainable value chains had been foreseen by the educational programmes within the project. It is included in the recommendations of this final evaluation that for the next iterations of the project the holistic approach to the environmental issues should be more strategically applied.  On the other hand, broader environmental risks mentioned by the final beneficiaries at the local level usually cannot be solved without extended multi-stakeholder engagement at the regional and country level (e.g. waste management, deforestation, sanitation issues, etc). The model of the participatory decision making tested by the project might be further piloted for tackling the specific environmental challenges at the local level.  **Social Standards:** To what extent were the social standards monitored by relevant partners? Have any issues emerged? Please, explain.  Among the key deciding factors influencing the selection of the partner communities participating in the project were: level of unemployment among the rural population; level of average income per capita; quality of the local infrastructure (mainly educational institutions); geographical position of the community; share of the ethnic minorities; vision of the local authorities towards the energy efficiency policies; level of support towards grassroots initiatives). All communities selected by the project partners balance the above-mentioned priorities and willingness to create change for the better well-being of the local residents through co-financing and community mobilization for local decision making. Thirty out of 31 communities have focused their activities on the energy efficiency measures, while one community representing the Moldovan ethnic minority invested in equipment for the linguaphone classroom at local school, enabling the students to study languages applying a progressive digital approach (this classroom is the first project of this kind launched in Chernivtsi oblast). No issues related to the compliance with the social standards had emerged. The selection process for the small grants initiatives prioritized the interests of the low-income households, support for women, young people, elderly, people with disabilities, IDPs, ethnic minorities (best case practices are described in the chapter 4 of this report). |

**List of acronyms and abbreviations**

|  |  |
| --- | --- |
| ADA | Austrian Development Agency |
| ADC | Austrian Development Cooperation |
| ASC | Agricultural Service Cooperative |
| ATC | Amalgamated Territorial Communities |
| BSO | Business Support Organization |
| BSP | Body of Self organization of Population |
| CBA | Community-based approach |
| CfP | Call for Proposals |
| CO | Community Organization |
| CSO | Civil Society Organization |
| IDP | Internally Displaced Person |
| DCFTA | Deep and Comprehensive Free Trade Area |
| DOBRE | Decentralization Offering Better Results and Efficiency (USAID) |
| EC | European Commission |
| ENPI | European Neighbourhood and Partnership Instrument |
| EE | Evaluation Expert |
| EU | European Union |
| EUD | European Union Delegation |
| GoU | Government of Ukraine |
| IDP | Internally Displaced Person |
| ITA | International Technical Assistance |
| LDE | Local Development Office |
| LED | Local Economic Development |
| LSDRA | Local Sustainable Development in Rural Areas |
| MEDT | Ministry of Economic Development and Trade |
| Minregion | Ministry of Regional Development, Building and Housing of Ukraine |
| MoU | Memorandum of Understanding |
| NGO | Non-Governmental Organization |
| OCC | Oblast Coordination Council |
| OIU | Oblast Implementation Unit |
| PMU | Project Management Unit |
| RD | Regional Development |
| RRC | Rayon Resource Center |
| SFRD | State Fund for Regional Development |
| SLD Project | ‘Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts’ Project |
| ToC | Theory of Change |
| TsNAP | Centre for Administrative Service Provision |
| UAH | Hryvnia – Ukrainian Currency |
| U-LEAD | Ukraine Local Empowerment, Accountability and Development Programme |
| UNDP | United Nations Development Programme |
| USAID | United States Agency for International Development |
|  |  |

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# 1. Executive summary.

The project ‘Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblast’ is  
funded by Austrian Development Agency (ADA) and has an execution period from 15  
December 2016 to 14 September 2019. The Project’s primary objective is the improvement of  
the wellbeing and living standards of the most disadvantaged rural women and men in  
Chernivtsi and Odesa oblasts of Ukraine. The Project builds on the UNDP ‘s experience in community development and community mobilization, implemented through **Community-Based Approach to Development** UNDP-EU initiative (2008-2017).

**The Project Factsheet**

|  |  |
| --- | --- |
| **Project Outcome** | sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory local governance and encouraging community-based initiatives in two oblasts of Ukraine (Chernivtsi and Odesa) |
| **Project Outputs** |  |
| **Output 1** | strengthened capacity of local communities, local authorities and universities in applying community led development, participatory governance and service delivery |
| Component 1 | promotion of community-based approach to local governance |
| Target group | people residing in at least 18 local communities |
| **Output 2** | small farm and non-farm business development in rural and semi-urban areas promoted |
| Component 2 | support to small economic initiatives |
| Target Group | people from at least 14 communities where non-farm related business initiatives are to be implemented |

Indicatively, 50 percent of beneficiaries are supposed to be women, 30 percent – elderly people, and 20  
percent – children and youth. The project worked with both newly Amalgamated Territorial  
Communities (ATCs), as a result of Ukraine’s ongoing decentralization reform, and local  
communities that have not voluntarily amalgamated yet.

**Project partners:**

* At the local level: community organizations, NGOs, village councils, business support  
  organization.
* At the ATC level: with newly established ATC councils and their executive bodies.
* At rayon level: rayon councils and rayon state administration, rayon resource centres
* At regional level: oblast state administrations, oblast councils, business support  
  organizations, association of local and regional authorities of Ukraine, universities (one partner university in each oblast).
* At the national level: Ministry of Regional Development of Ukraine, Austrian Embassy in Ukraine/ Austrian Development Agency, other UN entities.

In line with the UNDP Evaluation Guidelines, this decentralized evaluation is a means to strengthen learning within the organization to support better decision making and promote learning among stakeholders. It is essential and important for accountability and transparency, strengthening the ability of stakeholders to hold UNDP accountable for its development contributions.

The main objective of the evaluation is to assess the efficacy of the project design, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of the project’s approach, and sustainability of the intervention of the project “Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts”. The purpose of the evaluation is:

* to study the demand in targeted communities for similar initiatives,
* to analyse the implementation of the project in 2016-2019 against the planned results,
* to draw conclusions and lessons learned as well as recommendations for similar initiatives carried out by UNDP.

The scope of the final evaluation covers all activities undertaken in the framework of the ‘Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts’ Project. Given the nature of the evaluation, the Evaluator:

a) compares planned outputs of the project to actual outputs and assesses the actual results to determine their contribution to the attainment of the project’s objectives,

b) draws lessons learned and provides recommendations for similar initiatives in Ukraine.

The report begins with ADA assessment form, where Evaluation Expert provides the brief summary of the findings and conclusions in accordance with the requirements of the donor organisation. An introductory section (chapter 2) provides detailed description of the background for the project activities and the description of the project intervention. The third chapter presents an overview of the evaluation objectives and methodology. The fourth chapter describes the main findings of the report, assesses key aspects of project design and formulation; and focuses on implementation issues. The fifth chapter summarizes the main conclusions and presents an assessment of the results achieved by the project along the standard dimensions of relevance, effectiveness, efficiency and sustainability. The sixth chapter provides a set of ideas about how some of the activities initiated by this project could be carried forward by UNDP in the future and suggests a set of recommendations for the consideration of UNDP. The seventh chapter identifies key “lessons learned” drawn from this evaluation exercise. Additional information supporting the arguments made throughout the document is provided in the sixteen annexes attached to this report.

# 2. Introduction

## 1. Context of evaluation

1. Country context

This evaluation is positioned within an on-going complex process of political, institutional and socioeconomic change in Ukraine. The scale, scope and pace of these changes are extensive. Ukraine is  
reforming national governance (e.g. economy, public finance, central administration, judicial, educational and healthcare system) while at the same time reforming the sub-national governance through decentralisation, local self-government empowerment, territorial reconfiguration and bottom-up regional development policy. This strategic change framework is further complicated by territorial integrity challenges in the south and east of Ukraine due to geopolitical processes. The ongoing challenge facing the government is to implement these reforms and realise the expectations of citizens, both in terms of good governance and quality of life results.

1. Organisational context

The Local Sustainable Development of rural areas in Chernivtsi and Odesa oblasts (LSDRA) Project builds on the experience of the joint UNDP-EU “Community-Based Approach to Local Development (CBA)” Programme - a long-term and comprehensive capacity building initiative to promote sustainable local development launched in Ukraine in 2008. In 2016-2017 Phase III of the CBA programme overlapped with the Phase I of the LSDRA project. This transition is positioned within the broader UNDP shift from the framework of Millennium Development Goals to 2030 Agenda for Sustainable Development. This is reflected in shifting the project from the UNDP Ukraine Democratic Governance portfolio to the Sustainable Development Goals portfolio in 2018 and tailoring the project methodology to the UN *leave no one behind* and *think local act global* principles. Starting from July 2018 the project steps up into its second phase (agreement was signed between UNDP and ADA in June 2018) where it continues its previous activities: support to rural communities in implementation of infrastructural micro-projects and targeted support to economic development. The LSDRA project becomes an updated CBA model for acceleration and localisation of Sustainable Development Goals agenda in Ukraine (esp. targeting the rural areas).

1. Regional context

The creation of Amalgamated Territorial Communities (ATCs), launched by the decentralization reforms in 2015, is currently in process. ATCs are emerging as key partners for local development assistance in Ukraine. Due to historical, economical and geographical reasons there is a significant difference in the level of engagement to the decentralisation process between the target regions of the project. As of 10 August 2019, 20 rayons in Ukraine out of 490 are by 100% covered by ATCs. The territories of 158 rayons are more than 50% covered by ATCs. Another 199 rayons are 1-49% covered. There are 88 rayons with no ATCs established, 11 of which are in Odesa Oblast which occupies 19th place out of 24 oblasts in the governmental rating of capable ATCs’ formation. Chernivtsi oblast occupies 8th place. The outcomes of the project in each oblast should consider this context while assessing the progress towards the target indicators.

1. Local context

The project is targeted on the most disadvantaged communities of Odesa and Chernivtsi oblasts. Taking into consideration the close proximity of both regions to the Moldovan border, there is a higher risk of work migration and shadow economy growth (smuggling). Access to finance, improvement of the quality of life and strategic cross-border cooperation are crucial factors that can eliminate these risks and strengthen the local communities in the areas of economic stagnation.

1. Cross-cutting issues:

**Environmental challenges:** The estuary of the river Dniester located in Odesa and Chernivtsi oblasts is a protected area in Ukraine. The Lower Dniester National Park, as well as part of the Ramsar Convention, are covered by an international treaty for conservation and sustainability of wetlands. The river serves as a de facto border with Moldova separating the main body of the country from the Transnistria, a breakaway territory with limited recognition. The establishment of the national park, with the attendant restrictions, has helped to improve the environmental situation in the region but still there are various problems, especially with illegal fishing, upstream industrial pollution, and hydroelectric plants that disrupt fish spawning. Chernivtsi oblast is a mountainous area included in the Framework Convention on the Protection and Sustainable Development of the Carpathians (Carpathian Convention) signed in 2003 by 7 countries. The common vision of the Parties is to pursue comprehensive policy and cooperation in order to guarantee protection and sustainable development of the Carpathians. The improvement of the quality of life, the strengthening of local economies and communities, and the conservation of natural values and cultural heritage should go hand in hand in the Carpathian area. The EE considers the above while evaluating the project outcomes.

**Gender equality and human rights:** In Ukraine, ratification of the Istanbul Convention[[4]](#footnote-4) is a highly politicised issue. Although the country signed the treaty in 2011, the domestic legislation required by the Convention was adopted in 2016 with major changes that had not been recognized by the Council of Europe. Several political parties in the Verkhovna Rada (Ukrainian Parliament) defined required legislative changes as a “threat to the family values” and “propaganda of homosexual marriages” because the document included the terms “gender” and “sexual orientation”. This situation provoked intense public discussions involving the church, political parties, human rights organizations, activists, and radical rightist movements that revealed deep-rooted gender stereotypes and extremely low gender awareness in Ukrainian society. In December 2017 the Ukrainian government appointed a Gender Policy Envoy, whose task is to integrate a gender perspective into the major reforms. In summer 2019, Parliamentary elections were held in Ukraine followed by the changes in the government expected by September 2019. Although it is technically possible to include the quantitative gender-related indicators into the project design and implementation process, it requires massive time/budget investments to change the attitudes and behavioural patterns of public officials and launch efficient awareness raising campaigns in the local communities. This context is taken into consideration while evaluating the qualitative indicators within the project since, according to the project methodology, local authorities and community organisations are the key decision makers in the project.

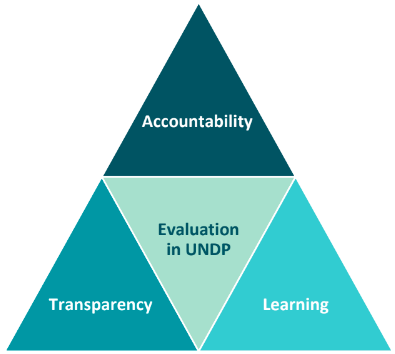
## 2. Theory of change

The overall objective of the Project is to promote sustainable socio-economic development at the local level by strengthening participatory governance and encouraging community-based initiatives in disadvantaged areas of Chernivtsi and Odesa oblasts. These provide the foundation for successful implementation of the government’s decentralization and regional policy reforms. The purpose is to help them to fulfil their role in the institutional, financial and operational context generated by the reforms, as well as to secure improvements in service provision and living conditions, especially in rural and less developed areas. The logic of intervention of the project is described in Annex 2.

Thirty-one communities in both oblasts were selected through open competition. Through the selection process, the project reached the most deprived areas in Chernivtsi and Odesa oblasts. Local-level activities of the project were carried out under the framework of partnership with the stakeholders. They were based on the willingness and commitment of the partners (communities, village/city councils, rayon authorities, regional authorities, academia, associations of local self-governments, private sector) for cost-sharing and joint decision making. The main activities of the project were focused on the implementation of the infrastructural micro-projects in both oblasts, while support to economic development continued differently in each oblast based on their needs. In Odesa oblast the project focused on the creation of and support to agriculture service cooperatives, while in Chernivtsi oblast the project offered extensive support for small business initiatives. It is expected that the overall impact of the project will be measured in 2-3 years. This decentralized project final evaluation was conducted in the last months of the project implementation phase in July-September 2019.

# 3. Description of the assignment

## 1. Evaluation scope and objective

The main **objective** of the evaluation is to assess the efficacy of the project design, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of the project’s approach, and sustainability of the intervention of the SLDRA Project. This report is a means to strengthen accountability and transparency within UNDP, to support better decision-making and promote learning among all relevant stakeholders. The evaluation assesses the extent to which the project was successfully mainstreamed with UNDP strategic priorities, including eradicating poverty, accelerating structural transformations for sustainable development, gender equality and women’s empowerment, and building resilience to crises and shocks. The **purpose** of the evaluation is:

**Figure 1. UN Evaluation Framework**

* to study the demand in targeted communities for similar initiatives;
* to analyse the implementation of the project in 2016-2019 against the planned results;
* to draw conclusions and lessons learned as well as recommendations for similar initiatives, carried out by UNDP in Ukraine.

The evaluation assesses project performance through the analysis of the five commonly used OECD - Development Assistance Committee (DAC) evaluation criteria, namely, **relevance, effectiveness, efficiency, sustainability and impact**. In addition to these criteria, the report also addresses two more criteria: (1) effectiveness of the project in coordination with other complementary interventions of donors/international organizations; and (2) the criteria suggested by the funding agency ADA. The key questions for evaluation mainly cover, however are not limited to, the list of questions included in the terms of reference for this evaluation (Annex 1).

The scope of the evaluation covers all activities undertaken in the framework of the SLDRA Project. The evaluation of project performance is carried out against the expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. All indicators in the Logical Framework are assessed individually, with final achievements noted (Annex 5). An assessment of the project M&E design, implementation and overall quality is undertaken, with specific emphasis on whether gender equality and women’s empowerment issues have been considered (Annex 7). The evaluation assesses the key financial aspects of the project, including project budget revisions. Project cost and funding were required from the project, including annual expenditures. Variances between planned and actual expenditures are assessed and explained, and the progress is tracked in Annex 6. The evaluation also includes a value of money aspect – the minimum purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase. Particular attention is dedicated to the analysis of the CBA methodology applied in the project and its relevance to the needs of target groups.

## 2. Evaluation approach and methods

The report is prepared in accordance with UNDP Evaluation Framework and ADA Environmental and Social Impact Management Manual. The evaluation follows a participatory and consultative approach ensuring close engagement with the UNDP Country Office, project team, government counterparts, Austrian Development Agency, and Austrian Embassy to Ukraine at all stages of the evaluation planning and implementation. The evaluation follows the UNEG Norms and Standards[[5]](#footnote-5) as well as the UNEG Ethical Guidelines for Evaluation[[6]](#footnote-6). Special measures are put in place to ensure that during the evaluation process all stakeholder groups have been treated with integrity and respect for confidentiality. The latter was maintained within the interviewee’s selection, invitation phase, and during the conversations themselves. Names of stakeholders interviewed do appear in the report if quotes are used; only interviewee’s job titles are mentioned.

The methodology is based on the mixed methods and involves the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis, and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. The evaluation foresaw at least four check points for the quality assurance:

1. A discussion of the Inception Report and plans of action to ensure that the evaluator’s understanding of what is required corresponds to UNDP expectations and evaluation standards;
2. Presentation and discussion of the preliminary findings;
3. A review of a draft evaluation report;
4. An acceptance procedure for completed report.

Adjustments were made to reflect feedback at each of these points. This process ensured that multiple opportunities had been provided to resolve issues and challenges throughout the evaluation exercise. Evaluation activities were organized according to the following stages: 1) planning; 2) data collection; and, 3) data analysis and reporting. Figure 2 below shows the three stages and the main activities under each of them.

**Figure 2. Evaluation stages**

1. **Planning stage**

The planning and preparation phase included the initial documentary review (ToR, CBA methodology analysis, project document analysis), preparation of the evaluation framework by the EE, and submission of the inception report to the UNDP project coordinator and quality assurance officer. The EE developed a detailed evaluation matrix, programmatic scope of evaluation activities, as well as sample interview questionnaires and guides for the meetings with the stakeholders (Annex 3). Table 1 shows the major limitations of the evaluation that have been taken into consideration:

|  |  |
| --- | --- |
| Methodological Limitations | Mitigation Strategies |
| Time limitation and target communities located in the remote areas make an in-depth evaluation impossible. | Mission is planned in a way to maximize the coverage of project sites within the available budget;  Skype and e-mail exchanges utilized to obtain rich evidence from the project staff. |
| The project activities are still underway, which hinders the finalization of the overall achievement of the project – the data to be provided in the report might be incomplete. | Estimation of the project end results were carried out;  Consultations with the Project Coordinator and request of more data. |
| Lack of qualitative indicators in the initial version of logical framework within the project document to compare final results with the baseline or target indicators. | The project staff met to find out the reason;  A consolidated logical intervention framework and extensive contextual analysis will be drawn to capture the overall progress against set targets. |
| Sensitivity of the stakeholders to the questions and limited willingness to conduct frank and open dialogue. | Evaluation was conducted in an open and transparent manner;  The benefits of the evaluation’s findings and recommendations were explained. |
| Inability of some key stakeholders to interview during the field mission. Poor internet connection to apply online evaluation methods. | Consultations with main stakeholders/beneficiaries were planned with enough flexibility to account for their schedules;  Evaluator was flexible in conducting meetings outside of set agenda to accommodate stakeholders’ scheduling constraints.  Paper questionnaires were distributed to reach the larger number of beneficiaries. |
| Measurement of impact: it is difficult to measure impact at the completion of the short timeframe of the project (final project reports are to be submitted in September 2019), since impact can only be measured in the long-term and few years after the completion of the project implementation. | This evaluation assesses the extent to which the results achieved by the project could contribute to the long-term goal (impact), and attempts to capture some “emerging impacts”, and identify the factors affecting the achievement of impact. The evaluation of impact is mainly based on the findings of the interviews with the beneficiaries. |

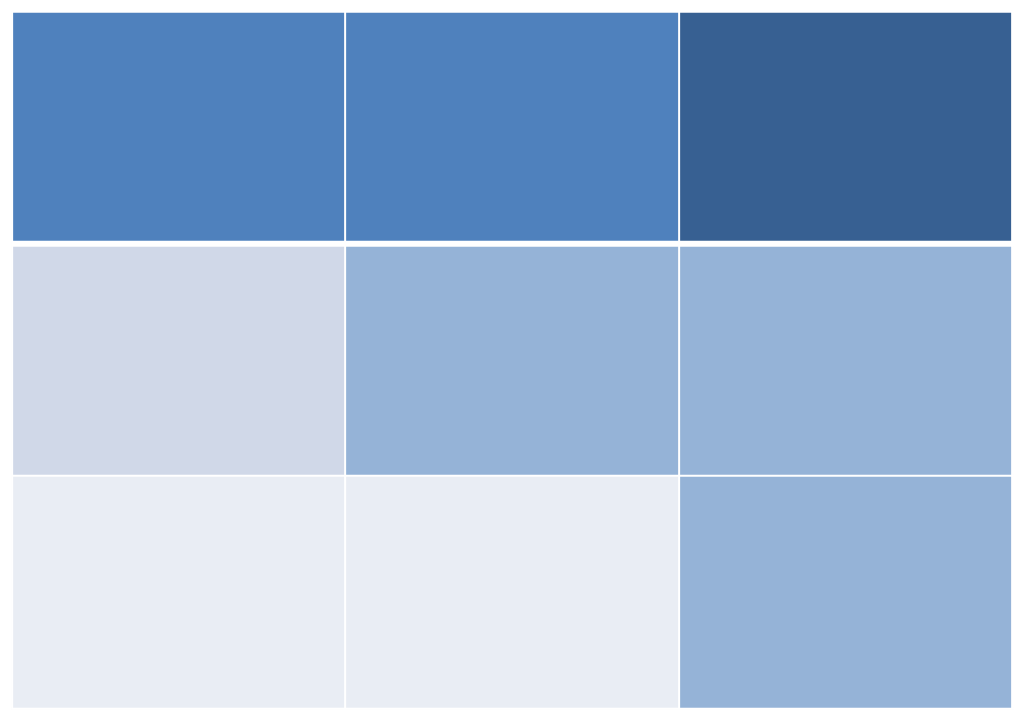
**Table 1. Limitations of the report**

1. **Data collection**

The evaluation has foreseen several different methods to ensure that data collection and analysis deliver evidence-based qualitative and quantitative information, such as:

* *Desk review.* In line with the ToR, the EE reviewed the following documents: project document, monitoring reports, financial documents, annual reports, project board minutes of meetings, cost-sharing agreements, strategic agreements between UNDP and the Government of Ukraine, UN strategic documents in Ukraine, training materials, media screening reports, CBA methodology, data from NSS and other public sources of information (Annex 4).
* *Stakeholder mapping.* The stakeholder matrix was drafted based on the desk review (Figure 3). The stakeholder having the highest interest in and highest influence on the project outcomes was selected for the interviews and focus groups within the evaluation.

**Figure 3. Stakeholder matrix**



**Influence**

**Interest**

**Low**

**Low**

**High**

**Medium**

**High**

**Medium**

**Austrian Embassy in Ukraine**

**UNDP Project Management Unit**

Austrian Development Agency

**Other International technical assistance projects contributing to the decentralization process in Ukraine**

**Local businesses**

**Local authorities in Ukraine not involved in the project**

**Local Universities**

**Ukraine-Moldova cross border initiatives**

**Mass media**

**Oblast, rayon, ATC, village councils**

**Direct project beneficiaries**

**Ministry of regional development of Ukraine**

**Vulnerable groups in the rural areas**

**Subcontracting organizations**

**Community organizations**

**Supervising and controlling institutions (tax administration, state registration service, etc.)**

**Residents of the rural areas not covered by the project**

**Indirect project beneficiaries**

**Large businesses operating in the target regions**

**Human rights organizations**

**Institutions working in the field of sustainable local development**

**Environmental organizations**

* *Field study.* The field study covered over 100 respondents via in-depth interviews, focus groups and confidential questionnaires distributed in the local communities. 
  + *Key informant interviews****:*** Based on the stakeholder matrix,9 interviews with the key informants were carried out which included representatives from the UNDP project management team, regional coordinators, UNDP senior staff involved in M&E and in complementary projects, the Austrian Embassy in Ukraine, and Austrian Development Agency. The interview with the representatives of Minregion was canceled due to short notice and unavailability of the Ministry representatives for the Skype interview. As a mitigation measure, relevant information for this study has been acquired through the content analysis of the documentation produced by Minregion (strategic statements, annual monitoring reports).
  + *Interviews with the members of local communities*, who directly participated in the implementation of micro projects and small non-farm business initiatives; selection was made based on the Logical Framework target indicators (Annex 5) and included the following: at least **1** interview with a women-led project team per oblast; **1** interview with the representative of marginalized group per oblast, **1** interview with the representative(s) of young people per oblast; **1** interview with the subcontracting organisation per oblast, site visits to the agricultural cooperatives; site visits to the non-farm enterprises, **1** interview with university representatives per oblast, **1** interview with the representatives of each regional administration). The choice of the local communities was done mainly based on the logistical reasoning that allowed reaching out to the maximum number of the beneficiaries in a limited timeframe. The cases of specific interest that could not be reached during the field study were studied via the documents review and interviews with the relevant stakeholders.
  + *Focus groups:* **2** focus groups were conducted with the project partners in each oblast based on the recommendations of the regional resource centers and UN project coordinators. The size and configuration of the focus group were balanced by region. Considering the size of Odesa oblast and number of beneficiaries there, 5 ad hoc focus groups were additionally held during site visits (mostly with the members of community organizations in the villages) which increased the total coverage of the field study. Since Component 2 of the project (support to the business initiatives) had been more actively supported in Chernivtsi oblast, the field study covered more interviews with local entrepreneurs. Full list of the people met is included in the Annex 10 of this report.
  + *Survey:* short anonymous questionnaires had been distributed to the project beneficiaries randomly during the field visits. 22 questionnaires were received back and used as a source for direct quotations cited in this report.
  + *Case study*: 4 case studies per oblast were carried out (applying the most significant change method) in order to examine the success stories within the project.
  + *Direct observations* provide the evaluators subjective perspective on the most visible imbalances and/or additional opportunities created by the project.
* *Hypotheses formulation and feedback.* Based on the results of thedesk review and field studies, first hypotheses were developed and discussed with the project team. Additional documents had been provided by PMU upon request. Main observations and findings from the field study are summarized in the Annex 11.

1. Data analysis

Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is depicted in Figure 4 below.

**Figure 4. Method of triangulation**

**Perceptions of external actors**

**Perceptions of project staff**

**Documentation**

**Results**

Figure 5 shows the steps that were taken for the analysis which was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability (see Annex 3 for a more detailed list of questions that were used for the analysis of information).

* **Relevance**, covering the assessment of the extent to which outcomes were suited to local and national development priorities and organizational policies, including changes over time;
* **Effectiveness**, covering the assessment of the achievement of the immediate objectives (outputs) and the contribution to attaining the outcomes and the overall objective of the project; and an examination of the any significant unexpected effects of the project (either of beneficial or detrimental);
* **Efficiency**, covering the assessment of the quality of project implementation and adaptive management; adequacy of planning and financial management; the quality of monitoring and evaluation; the contribution of implementing and executing agencies in ensuring efficient implementation;
* **Sustainability**, covering the likely ability of the intervention to continue to deliver benefits for an extended period of time after completion;
* **Impact**, covering the likely ability of the project to contribute to long-term social, economic, institutional changes for individuals, local communities and institutions related to the project

**Figure 5. Steps in the analysis questions**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Step 1. Develop the hypotheses | Step 2. Assess the existing evidence on hypotheses | Step 3. Assess the alternative explanations | Step 4. Assemble the performance story | Step 5.  Seek out the additional evidence | Step 6. Revise and strengthen the performance story |  |

The analysis also covered aspects of project formulation, including the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between project and other interventions within the sector; adequacy of management arrangements, etc.

**Cross-cutting issues** within the project were analysed by studying the process of the project design, micro-project selection, assessment and implementation process. The survey distributed among the beneficiaries in the local communities addressed mainly the cross-cutting issues in order to reveal the hidden potential for tailoring the CBA approach specifically for achieving social standards, solving the gender and environmental challenges, and enhancing the opportunities for cross-border and cross-sector cooperation. The sample was rather unrepresentative compared to the size of the community, but it served to provide some insights on the way of thinking and behavioural models of the average representatives of different communities. The comparative analysis of the received information ensured sufficient evidence for the hypotheses development that was later verified with the key informants. All guides for the interviews and focus groups included the questions addressing the cross-cutting issues. Necessary measures were undertaken to ensure objectivity and independence of the evaluation in this regard (e.g., conducting interviews on stakeholders’ premises; balancing the focus group mixes according to the project outreach objectives (50% women, 30% elderly, 20% youth); triangulating the data from country-level interviews, local level meetings and project documentation study in order to ensure that the cross-cutting issues are covered from different perspectives).

# 4. Findings

The findings are structured around the evaluation questions described in the evaluation matrix (Annex 3) and based on the results of the desk review and field study (Annexes 4-12). The variances between planned and actual results are explained below, as well as factors affecting the achievement of intended results.

According to the Logic of Intervention described in the project document (Annex 2) the project **outcome** is: **Sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory governance and encouraging community-based initiatives in two oblasts (Chernivtsi and Odesa)**

**Relevance**

Key evaluation question: What was your main motivation to join the project?

Most common responses:

* We wanted better life for our communities
* We have been inspired by the other initiatives that have been participating in the project before
* We have been observing positive effects of the CBA methodology
* The project matches our funding priorities

The project is implemented in coordination with the country and regional level strategic objectives within the framework of decentralization reform, reform of the educational and healthcare systems, DCFTA agreement with the EU, described in the UN-Ukraine Partnership Framework 2018-2022. The project is aligned with the UNDP strategic priorities, notably Output 2.1 of the UNDP Country Program Document in Ukraine 2018-2022 *National and sub-national institutions are better able to develop and implement policies and measures that generate sustainable jobs and livelihoods*(Annex 9). At the country level, there is a synergy between the project activities and activities of Minregion and other International Technical Assistance initiatives supporting decentralization in Ukraine[[7]](#footnote-7). The project targets the specific niche of rural development and is addressing the needs of the most disadvantaged groups which are not covered to such extent by any other ITA project in Ukraine.

The components of the project (**Component 1**: Promotion of a community-based and inclusive approach to local development and **Component 2**: support to small business initiatives) correspond to each other and complement the mutual effects in order to ensure the UN ***leave no one behind*** principle. There are multiple evidences how community mobilization, public oversight of the project implementation, capacity building of the local institutions, and economic empowerment of marginalized groups improve the livelihood and contribute to the sense of dignity of the project beneficiaries (see the paragraph Good Practices below).

According to the project methodology, the final decision for the support of the local initiatives was made based on the development needs of the local communities and their strategic priorities. Taking into consideration the reality of the post-Soviet communities in Ukraine, usually the improvements of the infrastructure are perceived by the final beneficiaries (esp. in the rural areas) as the priority development needs (based on the EE experience as a mentor on strategic planning for the local municipalities for the last 7 years). Also given the fast changing political and economic context in Ukraine and short-term (1-year) budget planning of the public institutions, short- and mid- term thinking in the development planning process prevails the long-term strategic approach. Therefore, while listing major community needs, local officials usually do not prioritize human rights issues, social inclusion challenges and environmental protection (assuming it is a part of a broader country or regional context). This might be included as the point for consideration for the future design of projects. Access to the best-case practices and knowledge exchange might broaden the perspective of the local decision makers to adopt long-term sustainable development thinking at the local level.

**Effectiveness**

Key evaluation question: Was the overall performance of the project carried out with reference to its respective strategy?

Most common responses:

* The project implementation was carried out according to the declared objectives and methodology
* Main results achieved beyond the initial LogFrame indicators are: increased sense of ownership by the local communities over their assets and contributions; increased level of trust between the main stakeholders; increased capacity of the local institutions; visible changes in the local infrastructure; decreased energy consumption levels; personal empowerment for the representatives of the vulnerable groups

The high intensity of the project schedule and complex requirements to the project documentation that aimed at ensuring the transparency of procedures and actions (grant application process, pre-feasibility studies, financial reporting, etc.) was quite challenging for the local partners. Nevertheless, the soft component of the public oversight combined with the hard component of actual construction works was extremely rewarding for the final beneficiaries in terms of rapid capacity building of the local institutions. Multiple times in the confidential interviews the beneficiaries mentioned the professionalism and high level of dedication of the UNDP PMU and RCC officers in ensuring the quality of the project activities and outcomes; they expressed gratitude for their daily support in reporting and preparation of the project documentation.

As of August 2019, the project is meeting the majority of target indicators (the progress is tracked in Annex 5). Some indicators are exceeding the expected results, e.g.:

**Output 1: The capacity of local communities, local authorities and universities in applying community-based development, participatory governance and service delivery is strengthened**

* % of costs of the initiatives covered by local authorities and local communities (62 (actual)/50 (target));
* % of the female community organization management team (70 (actual)/50 (target));
* number of community members and local officials trained on participatory decision making (2297 (actual)/2100 (target));
* number of rayon authorities’ representatives using LDF for participatory decision making (260 (actual)/250 (target)).

Supportive factors:

* motivation of the COs for fundraising grows after there is confirmation from at least one partner to support the project (UNDP plays the crucial role here);
* in CfP the preference for grant support had been given to women-led or women-only organizations;
* Vast majority of the final beneficiaries confirmed that the training seminars and capacity building activities were extremely useful for them both from the personal and from the institutional perspective;
* LDFs had proven their efficiency in fast participatory decision making (the platform where complex technical issues could be discussed directly with the controlling/supervising bodies that made the legal process within the project implementation more transparent and less bureaucratic).

**Output 2: small farm and non-farm development is promoted in rural and urban areas**

* 16 non-farm business entities supported in rural areas of the selected oblasts instead of 10-14;
* 4 more individuals that participated in the training seminars started their businesses despite not being awarded with grants.

Supporting factors:

* Community involvement. One of the key stages of the grant support process was a requirement that the selection of the viable business ideas undergoes open voting in the local communities. This mechanism both ensured the future demand for the services offered by the entrepreneurs and allowed more ideas to be implemented (in several cases entrepreneurs had cut their planned budget in order to increase the possibility for other entrepreneurs to also benefit from the project);
* In Chernivtsi region the majority of the beneficiaries mentioned the high relevance of the business training component for their everyday activities; many stated that their actual business performance corresponds to the business plan developed during the learning activities; some indicated that their personal skills in accounting, project management, budgeting, and financial modeling had increased.

**Efficiency**

Key evaluation question: Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs and outcomes?

Most common responses:

* The project is balancing very well the complex multi-stakeholder governance model and timely implementation of the project activities
* Main supporting factors: coherent cooperation of the project partners (win-win scenarios); previous experience with the CBA program; intensive training programmes and day-to-day support for the final beneficiaries;
* Main challenging factors: lack of qualitative indicators in the project document; low capacity of the grassroots-level partners (digital literacy, project management, public speaking skills, strategic planning)

PMU consists of the experienced team members formerly engaged in the different activities of the SDG area-based programme. Daily management is performed based on the paperless approach: OneDrive database, UN online finance management system, and an internal Monitoring and Information System are used for data collection and serve for the fast exchange of the information within the project management team. Semi-annual project board meetings are held in the regions in order to ensure the efficient communication between the key decision makers.

All micro projects and sub-granting activities within the project are implemented in line with the project schedule and budget. The project management team proved its ability to apply quick and efficient managerial solutions when the cost-sharing agreement with the donor was extended to Phase 2 (EUR 300 000) – within a 2-year period, all project activities and procedures were adjusted in order to operationalize the updated work plan (initial budget of the project was EUR 500 000). The project team was also able to find quick solutions in emergency situations (e.g. cases when the local community refused to participate in the project or changed the project concept). Synergy with the CBA III project, EU-funded HOUSES project and other projects from the UNDP SDG area-based portfolio allowed minimizing the overhead expenses in the project activities without losing the quality of the project management process. Partnerships with the oblast administrations allowed minimizing the office and rent expenses for the project events. As a result of the strategic allocation of the resources, the project is overachieving several target indicators (e.g. % of costs of the initiatives covered by local authorities and local communities, number of non-farm business entities supported in rural areas of the selected oblasts). Civic oversight of the micro project implementation foreseen by the project methodology ensured the cost efficiency of the construction works.

**Sustainability**

Key evaluation question: To what extent are project results likely to continue after the project ends?

Most common responses:

* We are ready to participate in similar initiatives (We are already participating in similar initiatives)
* We continue to consult each other on matters related and not directly related to the project
* The changing legal environment in Ukraine makes us unsure of the financial sustainability of our business initiatives
* It remains difficult to collaborate with the representatives of medium/large business and regional authorities (most common answer for the areas not yet involved (or less involved) in the decentralization process)

According to the results of CBA project[[8]](#footnote-8), usually local communities in Ukraine demonstrate a low level of trust to the rayon and oblast authorities and to the representatives of local businesses. According to the surveys held in the CBA target communities, the most trusted and most transparent public bodies are those at the local level (e.g. village councils), because they can be better controlled by the local residents. Therefore, personal readiness of final beneficiaries to co-fund local initiatives and participate in the project implementation was much higher when the overall project management and final decision making was carried out by the local public or non-profit institution. The project “LSDRA in Odesa and Chernivtsi oblasts” relied on this experience and used the mechanisms that had proven their effectiveness in the CBA methodology. During the field study, beneficiaries mentioned multiple times that they had overcome their mistrust to the partnering institutions and had the sense of ownership over the project implementation, which had built the strong foundation for other collaborative projects in the future. This was ensured mainly by the **mechanism of the public oversight** for all stages of the project cycle, including financial management carried out by the local COs. This tool was called by the local partners ***a diamond*** of the projects’ methodology and had been recommended by many for further replication and continuous practicing. The governance structure of the project was based on the multi-stakeholder platforms for joint decision making (LLD, RRC, OIC/OIU, etc.) and is likely to continue to certain extent after the project ends. Both formal and informal networks that emerged within the project framework keep functioning beyond the project activities (alumni of the training seminars consulting each other, public officials contacting the representatives from universities and COs etc). The sustainability of this cooperation depends on the intensity of the joint collaboration on a daily basis beyond the project framework (more likely in the ATCs due to larger control over the localization of the budget expenditures and daily communication with the local COs and regional authorities for attracting additional development opportunities).

Among the main advantages of the project methodology likely to contribute to the sustainability of the project are:

1. Capacity building at the grassroots level (negotiation skills, budget planning, operations with technical documentation, creation of the transparent procedures, participatory decision making experience, project management and project planning skills)
2. Social capital growth. The level of trust between different stakeholders is clearly higher in comparison to the baseline year. Often local beneficiaries confessed that at the beginning of the project they had doubts whether this is the ***real deal*** (esp. vulnerable groups covered by Component 2 of the project). Now the vast majority of the interviewees would recommend participation in similar initiatives to their peers (*One elderly woman from our village had contributed the money that she had saved for her funeral, saying* ***this is for the future of our youth***).
3. Rural development. The project is a good example of tailoring the CBA methodology to the needs of the rural areas. (*They [project team] are reaching the areas that no one else is reaching. It is very inspiring for people to see that* ***something is happening*** *in their village. It is a proud feeling to be an equal partner, a sense of ownership arises*).
4. Public support for entrepreneurs. (*It is very encouraging to see that people from our village are helping us. Also, the trainings have been extremely beneficial. At the same time, we would really appreciate more* ***professional support in business development****, the legislation is changing so fast... we are not sure that we will be able to survive)*
5. Regional Resource Centres. Intensity of the project activities ensured that the RCCs worked smoothly during the project implementation phase and proved the intermediary function as necessary in the participatory decision-making governance model. However, it has not been institutionalised within the local governmental bodies and its role might decrease after the project ends.

**Impact**

Key evaluation question: Has the project contributed or is likely to contribute to long-term social, economic, institutional changes for individuals, local communities and institutions related to the project?

Most common responses:

* We have spent much more money in total than the project could offer as grant support but if not for the project we would never have started
* We have realized how much we possess: our people, our children, our land and natural resources, our culture are our main assets
* Money is not the only key for development; knowledge, expertise, technologies, and collaboration are crucial
* Quality of life does not necessarily mean moving somewhere else to get a good service, it rather means making our own place full of dignity and opportunities

Since the project activities have been not finished completely by the time this report has been prepared, the project will require additional an impact study for the long-term impact assessment of the intervention. Nevertheless, the project demonstrates several spill-over effects that can be further investigated and assessed in the short- and mid- term perspective:

* Some of the local COs have already inspired other groups not directly involved in the project to start their own social activities or businesses (e.g. annual communal cleaning of the riverbanks (Berehomet); village improvements competition (Kordon); participatory local budget (Vyzhnytsia), 2 more business initiatives (Vashkivtsi)). Notably, the majority of these additional activities are women-led and female beneficiaries believe this to be a positive outcome of the project (*It is easier when you are not alone; my dreams were not crazy I was just not confident enough to make it true*).
* “Kick-off” phenomena – the first evidence of actual “*we can do it*” feeling motivated several community leaders to continue the ideation process and mobilize resources for further development initiatives (e.g. participation in the Covenant of Mayors initiative (Hlyboka), Mayors for LED (Mamalyha), participating in the national council of ATCs (Velykyy Kuchuriv), engaging more veterans to the ASC (Veterany ATO Lymanshchyny)).
* Social lifts. There are many cases when leaders of the local COs have been later elected to the village or rayon councils; several grassroots project coordinators became public officials at different levels. Tracking the professional development of the project *ambassadors* may bring the additional value to assessing the project’s long-term impact.
* Energy efficiency. The survey has revealed that structured energy management practices are not yet common for the public institutions in Ukraine. At the same time, 99% of the grant proposals that have been submitted under Component 1 are tackling the energy efficiency challenges (due to the quality of the basic social infrastructure). Reduction of energy consumption, economic, and environmental benefits are indirect outcomes of the micro project initiatives, which can serve as vivid pilot cases that may create the grounds for the development of coherent energy efficiency policies at the local level.

**Cross-cutting issues**

Key evaluation question: What measures can be taken to improve the involvement of stakeholders, gender equality, social inclusion, human rights and environmental protection in similar initiatives?

Relevant responses:

* Most significant barriers for self-realization: for women – lack of jobs, social infrastructure for childcare, self-care, psychological support, boosting creativity; for men – lack of jobs, quality of leisure activities, work migration (breadwinner burden); for youth – lack of jobs, opportunities for self-development, quality of leisure activities, support for creative initiatives; for elderly – lack of finance, socialisation.
* Most significant environmental challenges: waste management, deforestation, pollution of the riverbanks, heat, quality of the drinking water, herbicides/pesticides (soil/air pollution).

During the project implementation, human rights and gender mainstreaming were integrated into the planning cycle, monitoring, evaluation and project communications. The project is following a human rights-based approach to programming. Human rights considerations were incorporated into the project activities by ensuring that the rights of civil servants and community representatives in the final decision making are fully preserved. Participation in the implementation of project activities of right holders and duty bearers was ensured. The project had been focused on vulnerable categories. The project provided opportunities for equal participation of women and men in capacity development (70:30 balance throughout the training programmes) and economic empowerment activities. The project went in line with the strategic priorities identified by Ukraine in the framework of the 2030 Agenda for Sustainable Development. Although the project procedures and awareness-raising campaigns envisaged the promotion of these issues and ensured that the quantitative vulnerable groups-related indicators are met (Annexes 7-8), there is not enough qualitative data that indicates the shift in the ways of thinking or illustrates how the barriers for the marginalized groups are removed by the project activities.

Protection of the environment and natural resources is also a part of the Sustainable Development Goals and an important consideration in all UNDP activities in line with UNDP Social and Environmental standards. While implementing the project, a number of SDGs awareness raising events with the participation of NGO members, representatives of the local state authorities, project beneficiaries and partner universities were conducted (Annex 15). Environmental protection and ecology were part of the agenda as a tool for localization and implementation of SDGs at the local level (goals 6 (clean water and sanitation), 13 (climate action), 15 (life on land)). At the same time, the majority of the environmental risks indicated by the local communities can be solved mainly at the regional/sub-regional/country level (e.g. waste management, water management, deforestation etc.), while the project is focused at the grassroots level. The project methodology has proved its efficiency for the local participatory decision making and can be used for piloting the cases that require multi-stakeholder cooperation to better address the environmental challenges of the local communities (e.g. using environmentally friendly technologies, creating sustainable business models, applying Resource Efficient and Cleaner Production Approach etc). This can be included as one of the target goals for the next iterations of the project.

**Good practices**

The number of case studies can be further promoted as a good practices for replicating or scaling up in other rural communities, e.g.:

* Elderly/family business. Few entrepreneurs (esp. men) mentioned that if they had not received the grant for business support, they would otherwise migrate for work abroad. With the financial support and support from the local communities they had not only stayed with their families, but also involved their younger family members to join the business (e.g. carpenter from Chervona Dibrova, car service from Cherepkivtsi, ASC Myvira from Mykhailivka, Chernivtsi oblast). This had not only mitigated the risk of the broken families typical for low-income areas, but also created new opportunities for young people.
* Young people that have received grant support mentioned that starting a business convinced them to stay in the rural area because they started to see development perspectives there (e.g. women-led sewing studio in Banyliv, travel agency in Berehomet).
* Several female beneficiaries inspired their female friends to start other service-oriented businesses in their communities (e.g. event agency in Banyliv, beauty salon in Berehomet). They are not only supporting each other in the business activities but also enjoy an improved quality of life at the local level. They agree that their sense of dignity and confidence had increased. (*Now I can afford a manicure, but I have no time to go to Chernivtsi to receive a good service. Thanks to my colleague, now I can get it in my village; Being a businesswoman is a good feeling, I feel that people respect me (a single mother of two).*
* Ethnic minorities. Mamalyha ATC is a visible example how the projects’ holistic approach to sustainable rural development addresses the needs of the local communities and leads to better social cohesion ((e.g. Head of the ATC council (representative of Moldovan ethnic minority) working in close collaboration with the Ukrainian deputy head and local Moldovan CO members to open the pilot linguaphone classroom at school (the first one in Chernivtsi oblast); 50 people from the village joining the local entrepreneur for weekend to help him renovate the space for the future car service).
* Social integration. ASC “Veterany ATO Lymanshchyny” – example of agricultural cooperative being both an economic tool to sustain the livelihood of the war veterans and rehabilitation tool to help them overcome the post-traumatic syndrome.
* ASC “Dobri hazdy” employed a cheese production technologist from the local IDP community in Mykhailivka, Chernivtsi oblast. This is an example of creating employment for vulnerable groups, but also using economic development tools for community integration processes at the local level.
* ASC ‘TopAgroService’ submitted a micro project proposal which stated that the co-op strives to minimize harmful impacts on the environment. Prior to starting the planned activities, ASC has conducted a complex analysis (soil sampling) of the soil from the field planned to be used for vegetable production. Monitoring of the mentioned activities was executed during the site monitoring visits of the project field staff and followed up by a study visit to the research unit of the Institute of Plant Protection (National Academy of Science in Ukraine) in May 2019 in order to ensure environmentally safe land cultivation within the micro project implementation. This approach is a rare case of cooperation between a local academic institution and small farm initiative in the rural areas of Ukraine aimed at sustainable agricultural practice. The outcomes of this cooperation shall be further monitored and promoted for similar initiatives.
* People with disabilities. A footwear repair shop from Zatyshshya (Odesa oblast) was initiated by a disabled person. The equipment purchased within the seed grant support not only allowed for the creation of a workplace for the project initiator but also high demand for good quality service has contributed to the business initiative growing into a small family business (now the wife and three sons of the owner are working for the company). The technical characteristics of the equipment also allow extending the service portfolio to other leather and fabric products (e.g. bags, belts, etc). The team is planning to attend additional trainings in order to provide better service.

5. Conclusions

A summary matrix displaying the measure by which each question was evaluated is provided below as an illustrative tool to simplify the logic of the methodology for the report.

|  |  |
| --- | --- |
| **Rating for the assessment of Relevance, Effectiveness, Efficiency** | |
| HS | Highly Satisfactory: The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency |
| S | Satisfactory: The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency |
| MS | Moderately Satisfactory: The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency |
| MU | Moderately Unsatisfactory: The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency |
| U | Unsatisfactory: major problems |
| HU | Highly Unsatisfactory: The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency |
| **Ratings for sustainability assessment** | |
| L | Likely sustainable: negligible risks to sustainability |
| ML | Moderately Likely sustainable: moderate risks |
| MU | Moderately Unlikely sustainable: significant risks |
| U | Unlikely (U): severe risks |
| **Cross-cutting Issues** | |
| FA | Fully addressed |
| PA | Partially addressed |
| NA | Not addressed or there is little evidence |
| **Impact Ratings** | |
| S | Significant |
| M | Minimal |
| N | Negligible |

|  |  |  |
| --- | --- | --- |
| **Evaluation Factors** | **Status** | **Ranking** |
| Relevance | The project has proved relevant as originally envisioned in the project document. The selected community organisations and businesses are participating actively in the project activities and strengthening their own capacity as well as meeting the needs of the final beneficiaries. Relevance is expected to continue especially within the context of ongoing decentralisation reform. Synergy with the EU-funded CBA program indicates a positive correlation between the project activities and the decentralization process in the target communities (Annex 13). | HS |
| Effectiveness | Key indicators are being achieved on a timely basis. The approach is working and could either be expanded to include other COs (if additional funds provided) or a next phase is planned. Project has a proven snowball effect where relatively small investments from UNDP attract larger investments from the local/regional partners (Annex 8). There could be some adjustments of how the methodology is tailored to the specific needs of different communities or social groups. | HS |
| Efficiency | The delivery of activities has been timely and procedural once staff and approvals were in place. Budget expenditure has matched activity implementation. Overhead expenditures were minimized. There were few delays in the micro projects’ implementation but they have been successfully managed so that the project is finished according to the timeline. The project design and planning was satisfactory overall, except that the qualitative target indicators in the logical framework are missing. More data on the change of attitudes, mindset, and behavioural models can contribute to better measuring of the project sustainability and impact. | S |
| Sustainability | Taking into consideration the deeply rooted paternalism mentality in rural areas, activities to support the existing collaboration mechanisms are still needed. Building a habit (applying the tools) for everyday multi-stakeholder cooperation requires significant time to build professional lifts and horizontal linkages that will last. In order to ensure that the institutional capacity of the local COs and businesses is strengthened enough to be resilient towards the challenges of Ukrainian transitional processes, a ‘buy-in’ of the local business support organisations, human rights organisations and environmental institutions is needed. This might bring additional value the to follow-up activities (e.g. more substantial analytical and educational support to the project stakeholders) and provide the common ground for future sustainable development initiatives. | ML |
| Impact | There is much anecdotal evidence of the changes in the mindset among the local beneficiaries, but at the same time there is not enough aggregated qualitative data that indicates the shift in the ways of thinking or illustrates how the barriers for marginalized groups are removed by the project activities. The impact of the project would be more visible by strengthening the awareness raising/communications components within the project design; foreseeing additional impact studies in future replications of the project or promoting the best case practices to the potential beneficiaries could broaden the overview on the long-term changes in the well-being of the target communities. | S |
| Cross-cutting issues | Gender equality and human rights. Criteria and governance aspects related to the selection of beneficiaries are appropriate and tailored according to the project target indicators. These criteria are included in the CfP for the subcontracting institutions responsible for the sub granting and training component and properly communicated (see Annex 12). All data covered by the monitoring process is desegregated by sex; all quantitative gender-related indicators are met. Qualitative assessment of the social inclusion and women’s empowerment will be included in the survey planned by the project team for October 2019. Numerous cases of women-led initiatives supported by the project can be used for the creation of success stories that can be further promoted among the target groups and indirect beneficiaries. At same time, the project budget had not foreseen the substantial baseline study of the gender-related issues. Given the complexity of the local context and correlation of the gender issues in Ukraine with the broader social context[[9]](#footnote-9) it is recommended that the future replications of the project include gender analysis as a separate analytical component at the inception stage of the project in order to ensure that the gender mainstreaming reflects the specific challenges of the target communities.  Environmental protection. All project documentation and design of the sub granting process was aligned with the legal requirements to the environment protection in Ukraine. Environmental feasibility stating whether implementation of the micro projects would have negative environmental influence was an essential part of micro-project proposal (point 5.4 of micro-project proposal). Annex 14 provides the list of the analytical tools used by the PMU to assess the environmental sustainability of the local initiatives. At the same time, the project budget has not foreseen expenses for the awareness raising or learning activities among the subcontracting institutions in order to create the sustainable business models and sustainable value chains. This component can be added in the next iteration of the project. | PA |

# 6. Recommendations.

**Country level**

* The project has a proven efficiency to address the needs of the rural population; therefore, it is recommended that its results are replicated in other disadvantaged rural areas in Ukraine.
* It is recommended for the project team to continue the extended collaboration within the relevant institutions in the framework of the decentralisation process in Ukraine (e.g. by promoting the mechanisms of the civic oversight and participatory decision making at the relevant national level events).
* Multi-stakeholder coalitions for the rural development purpose might be launched in order to strengthen various components of the project. (E.g. possible partners: large agricultural companies (esp. human development component); Bohdan Havrylyshyn Foundation (Young Generation Will Change Ukraine[[10]](#footnote-10) program includes Austria among 6 priority countries for the case study); State Fund for Regional Development (promotion of the governance models piloted by the project on the local level); German-funded Rural Initiatives Workshop[[11]](#footnote-11) (soft skills development); UNDP network in the neighbouring countries (cross-border cooperation for rural development and knowledge transfer (esp. economic development component)).

**Organisational level**

* In order to ensure that the gender and social standard mainstreaming applied in the project was relevant to the needs of the vulnerable groups it is recommended that the survey planned by the project M&E team for October 2019 includes the qualitative indicators that will measure the change in the attitudes, practices, plans and relationships in the local communities. The design of the survey should be consulted with the relevant gender experts (e.g. UN Women).
* It is recommended that the decisions for the replication or scaling-up of the project outcomes are based on the results of the survey, recommendations of this evaluation and conclusions of the final semi-annual report submitted to the donor in September 2019.
* It is recommended that the following soft components are included in the next iterations of the project:
  + Baseline study covering the needs of the vulnerable groups in target communities (e.g. using the 3R method[[12]](#footnote-12)); baseline study on the major environmental risks within the local value chains;
  + Training needs analysis that will provide the information on exact areas and skills that will support better advocacy and lobbying to address the challenges that cannot be solved at the local level;
  + Implementation of the pilot projects illustrating how the needs of the vulnerable groups can be met using the project methodology or how the environmental challenges can be overcome through the holistic approach to project implementation (some case studies from this project can be used as an example, see above);
  + Networking, field visits and exchanges that will ensure knowledge transfer, promotion of good practices will strengthen the sustainability of the project results (bringing exact technical expertise to the sites might increase the cost efficiency of the soft component).

**Regional level**

* It is recommended to continue cooperation with existing project beneficiaries in order to explore how the increased organizational capacity of the local institutions can serve as a foundation for the breakthrough innovations that can build upon the best global solutions for rural areas. (e.g. benefit from MoUs with the local universities signed until 2022)
* It is recommended that the BSOs continue to provide the consultancy support to the entrepreneurs from the rural areas for at least 3-year incubation phase.
* It is recommended to involve the leaders of the local businesses as the board of experts for the newly emerging business initiatives. This might not only increase the capacity of the young entrepreneurs but will also contribute to the overall engagement of the private sector to the public debate on the sustainable local development.

**Local level**

* It is recommended that the project methodology is piloted to tackle the specific development challenges: e.g. cross-border cooperation; environmental protection (e.g. Lower Dniester area or Carpathian mountains); promotion of human rights (non-violence, women’s empowerment, integration of tminorities, etc.); creating opportunities for youth (e.g. digitalisation of the local governing practices); development of culture, tourism and creative industries (Culture in SDGs guide for local action might provide some insights on how the latter might be mainstreamed to the grassroots level)[[13]](#footnote-13).
* In order to strengthen the capacity of the local stakeholders in strategic planning and boost the long-term thinking over the development priorities of the local communities, it is recommended to apply Assets Based Community Development Approach while facilitating LDFs. [[14]](#footnote-14)
* In order to promote the holistic approach to the local development (think global act local principle), include the local value chain analysis in the awareness-raising campaigns and training materials for the local stakeholders. The Leaky Bucket tool might be used to increase an overall economic literacy at the grassroots level.[[15]](#footnote-15)

Figure 6: Programme Emphasis Possible Progression

Sustainable local development

# 7. Lessons learned

1. **Money works better together with social mobilization and education**

Some respondents listed that capacity building component was even more beneficial for them than the financial support. At the same time, it is important to underline that visible changes in the local infrastructure remain the main motivating factor for the local beneficiaries to participate in the similar initiatives.

1. **Small business initiatives demonstrate a high level of effectiveness when they are an integral part of the holistic approach to the local community development**

Community-discussed business ideas are a vivid example of how a local economic ecosystem is being created. Entrepreneurs mentioned that they started to demand better services from the local authorities since they had contributed to the local budget through their taxes. At the same time members of the local communities support the entrepreneurs and consume the local goods/services since they can observe the positive influence of the local economic development on the quality of life (new jobs, new services, positive impact on migration process, opportunities for vulnerable groups, etc.)

1. **Business support initiatives are much more efficient if they are followed by a training and capacity-building component;**

There are some legal difficulties for the newly emerged ASCs, since the legislation for ASCs in Ukraine is changing. It is possible that some of them would not be able to preserve their non-profit status after this change and they are likely to close down their activities in this case. Follow-up support to the alumni of the training programs is a significant benefit for the newly emerged entrepreneurs and community organisations for the first several years of their activity.

1. **Entrepreneurs perceive their role in the local community differently when their idea is discussed publicly by the potential consumers**. Entrepreneur feels both more confident during the business launch phase and more accountable when it comes to the quality of the services or tax payments to the local budget.
2. **Communication of the project results is essential for analysing the long-term impact.**
3. **Methodology of the evaluation study is sufficient, more working days for the case study development would create the added value to the report.**
4. **Evaluation process was quick and efficient due to the well-organized project structure, openness of the final beneficiaries, positive image of the project partners.**

## Annex 1: Terms of reference of the evaluation

UNITED NATIONS DEVELOPMENT PROGRAMME

**TERMS OF REFERENCE**

**DecentralizedFinal Evaluation of UNDP Project:**

**Sustainable Local Development in Rural Areas of Chernivtsi and Odesa oblasts**

Project ID: 83522

**JUNE 2019**

**PROJECT BACKGROUND AND OVERVIEW**

1.1 Project factsheet

|  |  |
| --- | --- |
| Project name | Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts |
| Project ID | 83522; ADA Project Number 8320-01/2016 |
| Post title | National Consultant to conduct Decentralized Project Final Evaluation |
| Country / Duty Station | Home-based |
| Expected places of travel | Chernivtsi and Odesa Oblast |
| Duration of Initial Contract |  |
| Assignment Quality Assurer | Yuliya Petsyk, UNDP M&ESpecialist |
| Assignment Coordinator | Mustafa Sait-Ametov, Programme Coordinator |
| Expected Duration of Assignment | 30 working days within the timeframe June-July 2019 |
| Payment arrangements | Lump Sum (payments are linked to deliverables) |
| Administrative arrangements | All working arrangements to be provided by the Consultant. The Consultant will receive all required information from UNDP, including project documents (electronical or paper format), analytical papers and other relevant documents |
| Selection method | Technically compliant offer and lowest price |

**Project background and context**

The project ‘Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblast’ is funded by Austrian Development Agency (ADA) and has an execution period from 15 December 2016 – 14 September 2019. The Project’s primary objective is the improvement of the wellbeing and living standardsof the most disadvantaged rural women and men in Chernivtsi and Odesa oblasts of Ukraine.

The project outcome is sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory local governance and encouraging community-based initiatives in two oblasts of Ukraine (Chernivtsi and Odesa).

The project aims to achieve two outputs: 1) strengthened capacity of local communities, local authorities and universities in applying community led development, participatory governance and service delivery (Output 1); 2) small farm and non-farm business development in rural and semi-urban areas promoted (Output 2). The Project builds on the UNDP ‘s experience in community development and community mobilization, implemented through Community-Based Approach to Development UNDP-EU initiative (2008-2017).

The project consists of two components: Component 1 - promotion community-based to local governance (Output 1) and Component 2 - support to small economic initiatives (Output 2).

The direct target group under Component 1 includes people residing in at least 18 local communities. Under Component 2, direct target group includes people from at least 14 communities where non-farm related business initiatives are to be implemented. Indicatively, 50 percent of beneficiaries are supposed to be women, 30 percent – elderly people, and 20 percent – children and youth. The project worked with both newly Amalgamated Territorial Communities (ATCs), as a result of the Ukraine’s ongoing decentralization reform, and local communities that have not voluntarily amalgamated yet.

The Project worked with the following partners:

* At the local level: community organizations, NGOs, village councils, business support organization.
* At the ATC level: with newly established ATC councils and their executive bodies.
* At rayon level: rayon councils and rayon state administration, rayon resource centers.
* At regional level: oblast state administrations, oblast councils, business support organizations, association of local and regional authorities of Ukraine, universities (one partner university in each oblast).

The UNDP signature methodology of social mobilization employs established standards and checklists for assessing community participation, decision-making and leadership. It ensures the inclusion of the entire community with a particular focus on empowering the most vulnerable (people with disabilities, families with many children, orphans, lonely elderly people, internal displaced people etc.). Sustainability is ensured through the local ownership of the development process. The social mobilization process is a multi-stage process of building local knowledge and capacity needed to improve the living standards and forms an integral in developing everyday practices of inclusive, participatory and democratic local governance.

**PURPORSE, SCOPE AND OBJECTIVE OF THE ASSIGNMENT**

UNDP seeks to conduct a decentralized final project evaluation. The nature of the final evaluation is largely a management tool to provide project teams and stakeholders with an account of results received at the time of the reporting, assess project progress against initial plans, project document and cost-sharing agreement, highlight important lessons learnt, demonstrate sustainability of the results and ownership of the project by the beneficiaries.The main objective of the evaluations is to assess the efficacy of the project design, relevance of the project outputs, specific contributions and impact, efficiency and effectiveness of the project’s approach, and sustainability of the intervention of the project “Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts”.The purpose of the evaluation is to study the demand in targeted communities for similar initiatives, analyse the implementation of the project in 2016-2019 against the planned results and draw conclusions and lessons learned as well as recommendations for similar initiatives, carried out by UNDP. The evaluation will highlight strengths, weaknesses/gaps, good practices and provide recommendations for similar initiatives on rural development in Ukraine.

This decentralized evaluation will assess project performance against the review criteria, as outlined in UNDP Evaluation Guidelines, based on OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The scope of the final evaluation will cover all activities undertaken in the framework of the ‘Sustainable Local Development in Rural Areas of Chernivtsi and Odesa Oblasts’ Project. Given the nature of the evaluation, the Evaluator will: a) compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project’s objectives, as well as b) draw lessons learnt and provide clear recommendations for similar initiatives in Ukraine.

The evaluation will be carried out in Chernivtsi and Odesa regions in communities, covered by the Project’s activities throughout June – July 2019 (30 working days in total).

**EVALUATION QUESTIONS**

RELEVANCE

The report will examine the extent to which the project is relevant to the:

Country context: how relevant was the project to the interventions target groups, including Government’s needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP/UNDAF country programme strategy?

Target groups: To what extent was the project relevant to address the needs of community members in rural communities in the realm of 1) promotion of a community based and inclusive approach lo local development) and 2) support to small farm and non-farm economic initiatives (with a special focus on women empowerment and vulnerable groups (elderly people, youth). What is the demand for these types of initiatives in the targeted rural areas in Chernivtsi and Odesa oblasts?

Does the project remain relevant considering the changing environment in face of climate change, while taking into consideration the risks/challenges mitigation strategy? Was there a need to reformulate the project design and the project results framework given changes in the country and operational context?

EFFECTIVENESS

Was the overall performance of the project carried out with reference to its respective project document/cost-sharing agreement, strategy, objectives and indicators?

What are the results achieved beyond the logical framework? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up?

Have the project sufficiently mainstreamed gender and human rights concerns in the activities? What is the anticipated influence of the intervention on human rights and gender equality? What measures can be taken up to improve the involvement of stakeholders, gender equality, social inclusion, human rights and environmental protection in similar initiatives?

EFFICIENCY

Was the project cost-effective? Was the project using the least cost options? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs and outcomes?

Has the project produced results (outputs and outcomes) within the expected period? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results?

Was the project management, coordination and monitoring efficient and appropriate? Did the monitoring consider gender equality and women empowerment issues, as well as social inclusion and human rights, environmental protection and climate change?

Are the criteria and governance aspects related to the selection of beneficiaries and partner institutions appropriate?

Have there been sufficient cooperation and exchange of information between the components of the project? How do they correspond to each other and contribute to the achievement of the 2030 Agenda? Was the project building upon/seeking synergies with existing programmes and strategies in order to maximize impact, efficiently allocate resources and avoid duplications?

SUSTAINABILITY

To what extent are project results (impact, if any, and outcomes) likely to continue after the project ends? Define the areas that produced the most sustainable results, and the most promising areas requiring further support and scaling-up in the course of future interventions.

Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives?

Is the project’s approach likely to continue, be scaled up, replicated and increasingly contribute to the inclusive gender responsive socio-economic development at the local level after project ends? Define which of the platforms, networks, relationships development in the framework of the Project that have the highest potential for further scaling up and/or replication.

Was environmental sustainability considered in the project design and measures accordingly implemented / instruments put in place to ensure that no-harm is caused to the environment and natural resources are used sustainably?

Which social or political risks have challenged the achievements of projects results and its sustainability? Has this appropriately been addressed by the project?

To what extent were capacity development initiatives for partner organizations adequate to ensure sustainable improvements for women, men and vulnerable groups? What can additionally be done to improve the sustainability of the project?

What are possible priority areas of engagement and recommendations for the possible future projects/initiatives? Findings, conclusions and recommendations should reflect gender equality and women empowerment, social inclusion, and environmental protection.

IMPACT

Has the project contributed or is likely to contribute to long-term social, economic, institutional changes for individuals, local communities and institutions related to the project?

Has the project contributed to gender equality, women’s empowerment and protection of human rights, social inclusion and environmental protection in targeted rural areas?

What sustainable change has project made in the lives of women and men, vulnerable groups, and targeted communities at large? Has there been any ‘spill-over’ effect to other communities or groups in the community?

The final list of evaluation questions and tools to be proposed by the evaluator and agreed with UNDP in the Inception report. All evaluation questions should mainstream gender and will be screened by UNDP’s gender team.

**EVALUATION APPROACH AND METHODOLOGY**

3.1. Methodology

The evaluator will be required to use few different methods to ensure that data collectionand analysis deliver evidence-based qualitative and quantitative information, such as: desk studies and literature review, quantitative data, individual interviews, focus group meetings, surveys, most significant change method and direct observation. This approach will not only enable the final evaluation to assess causality through quantitative means, but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The concrete mixed methodological approach will be detailed in the Inception report and stated in the final report. All data provided in the report should be disaggregated by gender and types of vulnerabilities. Furthermore, the evaluation methods and sampling frame should address the diversity of stakeholders affected by the project, particularly the most vulnerable ones. Ethical standards are required throughout the evaluation and all stakeholder groups are to be treated with integrity and respect for confidentiality.

The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with UNDP Country Office (CO), project team, government counterparts, Austrian Development Agency, Austrian Embassy to Ukraineat all stages of the evaluation planning and implementation.The evaluation will assess the extent to which the project was successfully mainstreamed with UNDPstrategic priorities, including eradicating poverty, accelerating structural transformations for sustainable development, gender equality and women’s empowerment, andbuilding resilience to crises and shocks.

The evaluation of project performance will be carried out against the expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. All indicators in the Logical Framework need to be assessed individually, with final achievements noted. An assessment of the project M&E design, implementation and overall quality should be undertaken, with specific emphasis of whether gender equality and women’s empowerment issues have been considered. The evaluation will assess the key financial aspects of the project, including project budget revisions. Project cost and funding data will be required from the project, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. The evaluation also should include value of money aspect – the minimum purchase price (economy) but also on the maximum efficiency and effectiveness of the purchase.

The evaluator is expected to develop and present detailed statement of evaluations methods/approaches in the inception report to show how each objective and evaluation criterion will be assessed.

The methodology will be based on the following:

* Desk review of including, but not limited to:

The original project documents, progress reports, action plans, M&E frameworks;

Other project-related material produced by the project (such as datasets, publications, audio-visual materials and consultancies reports).

* Interviews with the relevant UNDP Country Office and the project’s management and staff, Austrian Embassy to Ukraine, and Austrian Development Agency and the various national sub-regional, and local authorities dealing with project activities as necessary, to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders etc. as well as vision for future.
* Interviews and focus groups discussions with project partners, beneficiaries and other social groups affected by the outcomes of the project. Partners and beneficiaries can be divided into three distinct groups:
* Members of local communities, who directly participated in the implementation of micro projects and small non-farm business initiatives;
* Government institutions (including but not limited to the Ministry of Regional Development oblast state administrations, oblast councils, amalgamated territorial communities, other);
* Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

Evaluation products (key deliverables)

The Consultant should provide the following deliverables:

|  |  |  |  |
| --- | --- | --- | --- |
| Deliverable # | Task description | Days and timing | Payment breakdown |
| Deliverable #1 | Conduct desk research of the Project’s core documentation (cost-sharing agreements, project documents, annual work plans and progress reports 2016-2019, project implementation plans). The set of documents to be reviewed will be prepared by UNDP.  Develop an evaluation methodology and strategy to collect the required data, plans and forms for the interview with partners and counterparts.  Output: The inception report (with detailed description of the methodology and evaluation matrix, and a workplan) is produced; annotated structure of the report is developed; a toolkit for gathering data (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is designed to address the review criteria and the principles illustrated above in the document. All documents are submitted to UNDPfor final approval. | 5 days, | 20% |
| Deliverable #2 | Conduct necessary consultations and interviews with the project staff and project partners. Examine how stakeholders assess the project and what their concerns and suggestions are. Clarify issues that emerge from the preliminary analysis of the project and require hard and soft data to substantiate their reasoning. Discuss the existing needs in the field of the private sector development and how the follow-up phase of the project should address them.Collect and analyse feedback from the partners.  Initial findings discussed in a wrap-up session with Project team and UNDP CO(can be done on-line via Skype conference). | 10 days, | 0% |
| Deliverable #3 | Produce a draft report of the evaluation covering all items detailed in the paragraph #2 of the present TOR with definition of the lessons learned and recommendations for the follow-up phase of the project.  Output: draft of the report produced and submitted for UNDP and ADA comments and ADA Results-Assessment Form for Final Project Evaluation (UNDP and ADA review will take up to 10 working days). | 8 days, | 40% |
| Deliverable #4 | Collect, review and incorporate comments from UNDP and ADA into the final version of the evaluation report.  Output: Final evaluation report containing all required annexes indicated in the paragraph #3 of the present TOR, submitted to UNDP for final review and approval. | 7 days, | 40% |

The detailed structure of the final report should be agreed with UNDP and reflect all key aspects in focus.

The key product expected is a comprehensive evaluation report in English or Ukrainian languages (up to 30 pages without annexes, single spacing, Myriad Pro font, size 11), which includes, but is not limited to, the following components:

Executive summary (up to 3 pages)

Introduction

Evaluation scope and objectives

Evaluation approach and methods

Development context and project background

Data analysis and key findings and conclusions

Lessons learned and recommendations for similar interventions (including viable ideas on areas which could be sharpened and further optimized in future interventions)

Annexes: TOR, ADA Results-Assessment Form for Final Project Evaluation

list of people interviewed disaggregated by sex, geography and age, interview questions, documents reviewed, audit trail detailing how comments, questions and clarifications have been addressed, presentations and other knowledge products etc.

The conclusions related to the implementation of the project in 2016-2019 should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and outcomes of the project. They should be well substantiated by the evidence and logically linked to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and Austrian Development Agency (ADA).

The recommendations for the project should identify how best practices and achievements of the project can be scaled up or proliferated to increase the positive impact of similar intervention on local communities’ development in Ukraine. Also, how theory of change of the project may be adapted/strengthened to be more relevant in the evolving context, based on interviews with project partners and beneficiaries, and desk analysis. The recommendations need to be supported by an evidential basis, be credible, practical, action-oriented, and define who is responsible for the action - to have potential to be used in decision-making.

The evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP prior to the start of fieldwork; these documents and the list of businesses and other stakeholders to visit should be agreed with UNDP. While proposing the methodology, the Consultant should be guided by UNDP approach to project evaluations[[16]](#footnote-16). Payment will be based upon satisfactory completion of deliverables. 100% of the total amount shall be paid upon completion of the Deliverables 1-5.

Monitoring/REPORTING requirements

The consultant will interact with UNDP project and CO staff to receive any clarifications and guidance that may be needed. He/she will also receive all necessary informational and logistical support from UNDP CO and the Project. On a day-to-day basis, consultant’s work will be coordinated with UNDP Programme Coordinator. The satisfactory completion of each of the deliverables shall be subject to endorsement of the UNDP CO Specialist.

The consultant will inform UNDP of any problems, issues or delays arising during the implementation of the assignment and take necessary steps to address them.

The key product expected is a comprehensive evaluation report (with parameters indicated above in section 2)

The report must be as free as possible of technical jargon in order to ensure accessibility to its wide and diverse audience. The Report should be prepared in English

All reports and results are to be submitted to the UNDP in electronic form (\*.docx, \*.xlsx, \*.pptx, and \*.pdf or other formats accepted by UNDP).

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations’.

EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

Master’s/Specialist’s degree or equivalent in Economics, Management, Social Sciences, Public Administration, Business Administration or other relevant area;

Not less than 5 years of proven experience in designing, conducting and leading project or programme evaluation in the context of development cooperation, evaluations, providing consultancies and/or monitoring, based on qualitative and quantitative methods;

Substantive work experience (at least three years) and knowledgeable in the area of socio - economic and community development, human rights and gender equality is required. Experience in rural and agricultural development, environmental protection is preferable, but not mandatory

Must possess excellent written and oral communication skills with demonstrable experience of analytical reports writing (at least three program/project evaluation documents prepared);

Fluency in Ukrainian and Russian and proficient English speaking and writing skills are required.

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

|  |  |
| --- | --- |
| Required |  |
|  | P11 form, including information about past experience in similar projects / assignments and contact details for referees. |
|  | Samples of at least 3 previously prepared program/project evaluation documents |
|  | Financial proposal |
|  | Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP |

FINANCIAL PROPOSAL

Lump sum contract

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel costs. Logistics arrangements for any travel or events in Ukraine involving the Consultant will be provided by the Consultant. Air or train tickets to join duty station/repatriation travel Duty Station will be provided by the Consultant.

EVALUATION CRITERIA

Master’s/Specialist’s degree or equivalent in Economics, Management, Mathematics, Social Sciences, Public Administration, Business Administration or other relevant area – pass/fail;

Not less than 5 years of proven experience in designing, conducting and leading development evaluations, providing consultancies and/or monitoring, based on qualitative and quantitative methods – pass/fail;

Substantive work experience (at least 3 years) in socio - economic development, human rights, civil society and community development, private sector development, – pass/fail;

Excellent written and oral communication skills with demonstrable experience of analytical reports writing (at least 3 program/project evaluation documents prepared) – pass/fail;

Fluency in Ukrainian and Russian – pass/fail.

Intermediate level in English – pass/fail.

EVALUATION method

Lowest price and technically compliant offer

Contract award shall be made to the incumbent whose offer has been evaluated and determined as both:

a) Responsive/compliant/acceptable (fully meeting the TOR provided), and

b) offering the lowest price/cost

## Annex 2: Logic of the intervention

**Project “Local sustainable development id the rural areas of Odesa and Chernivtsi oblasts”**

**Context:**

applying community-based approach to community development as continuation of the project implemented by UNDP since 2007 to two of the most disadvantaged and stagnated regions of Ukraine

**Output 1:**

The capacity of local communities, local authorities and universities in applying community led development, participatory governance and service delivery is strengthened.

**Output 2:** Small farm and non-farm business development is promoted in rural and urban areas

**Impact:**

Well-being and the raising of living standards of the most disadvantaged groups in two oblasts of Ukraine (Odesa and Chernivtsi) improved

**Overall objective:** to promote sustainable socio-economic development at the local level by strengthening participatory governance and encouraging community-based initiatives in disadvantaged areas of Odesa and Chernivtsi oblasts

**Component 1** Promotion of a community based and inclusive approach to local development

**Component 2**

Support to small economic initiatives

**Outcome:** Sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory governance and encouraging community-based initiatives in two oblasts (Chernivtsi and Odesa)

## Annex 3: Evaluation matrix

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Relevant evaluation criteria** | **Key questions** | **Specific sub questions** | **Data sources** | **Data collection methods/tools** | **Indicators/ success standard** | **Methods for data analysis** |
| **Project Performance** | Is the project meeting the declared objective? | Had the project achieved the planned qualitative and quantitative results? | Project document  LogFrame Matrix  Progress reports  Protocols from the interviews and focus groups  Media monitoring | Documents provided by the project team  Media monitoring  Interviews and FG meetings with the key stakeholders  Financial reports of the beneficiaries | Formal criteria: project outcomes and outputs (as stated in the cost sharing agreement)  Informal criteria:  CBA approach description  SDG goals | Project cycle analysis  Desk study review  Site visits  Interviews and FG meetings  MSC case study  Direct observation |
| **Relevance** | To what extent was the project aligned with the priorities and needs?  Did the project outcomes meet the unit’s expectations?  Was there a need to reformulate the project design and the project results framework given changes in the country and operational context?  Main challenges and recommendations |  | Logic of intervention | Documents provided by the project team  Interviews with the key decision makers (based on the suggestions of the project team)  Focus groups with the local partners on the regional level  Site visits  Interviews with the key opinion makers on the country level  Most Significant Change questionnaire distributed to the beneficiaries of Component 2 | Catalogues of the good practices within CBA methodology | Stakeholder mapping;  Systematic documentary review, applying structured tools;  Mapping of available contextual analyses;  Technical analysis and testing of the project annual work plans;  Semi-structured interviews;  Focus groups.  3R method for gender based analysis  Comparative analysis |
| UNDP Strategic Priorities | How the project results can be used in the future programming? | UNDP strategic documents in Ukraine | Indicators mentioned in the strategic plans |
| Donor Strategic Priorities | What are the underlying reasons to support the project? What can make the cooperation more fruitful in the future? | ADA strategic documents in South East Europe | ADA environmental and/or social standards |
| Country Strategic Priorities | How the project results contributed to the decentralization reform on the local level? | Strategic Agreements between Government of Ukraine and UNDP | Indicators for the Decentralization Reform, strategic documents of Ministry for Regional Development |
| Strategic priorities of the regional/ATC administrations | To what extent was the project relevant to address the needs of community members in rural communities in the realm of the project outcomes 1 and 2. What is the demand for these types of initiatives in the targeted rural areas in Chernivtsi and Odesa oblasts? | Strategy documents for regional development | Indicators and priorities stated in the local/regional strategic documents |
| Strategic priorities of the local communities | Strategy documents for local development |
| **Effectiveness** | Was the overall performance of the project carried out with reference to its respective project document/cost-sharing agreement, strategy, objectives and indicators? | What are the results achieved beyond the logical framework? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up? | Project management approach described in the Project documents  Information provided by the project team members | Analysis of results data at the project level;  Mapping of risk analyses undertaken/ mitigation measures implemented;  Systematic documentary / data review;  Semi-structured interviews;  Attribution/contribution analysis to determine how UNDP intervention contributed to achieving CPD objectives. | Project objectives and outcomes  Project management design  Communication procedures |
| **Efficiency** | Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs and outcomes? (Value for money aspect) | Was the project building upon/seeking synergies with existing programmes and strategies in order to maximize impact, efficiently allocate resources and avoid duplications? | Project documentation  Interviews with the project team members  Focus group discussion protocols | Systemic analysis of management strategies;  Financial analysis; Budget revisions  Systematic documentary / data review, particularly of the project data;  Assessment of UNDP efficiency optimizing strategies. | Planned and actual expenditures  Project performance indicators |
| **Sustainability** | To what extent are project results (impact, if any, and outcomes) likely to continue after the project ends? | Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives? Is the project’s approach likely to continue, be scaled up, replicated and increasingly contribute to the inclusive gender responsive socio-economic development at the local level after project ends? Define which of the platforms, networks, relationships development in the framework of the Project that have the highest potential for further scaling up and/or replication. | Interviews with the project partners  In-depth interviews with the regional resource centres representatives  Protocols of the focus groups meetings  Survey covering the cross-cutting issues | Systematic documentary review, applying structured tools;  Semi-structured interviews. | Number and nature of the mechanisms and strategies to ensure sustainability of the Project  Good practices from previous CBA projects  ADA environmental and/or social standards  SDGs |
| Impact | What sustainable change has project made in the lives of women and men, vulnerable groups, and targeted communities at large? Has there been any ‘spill-over’ effect to other communities or groups in the community? | Has the project contributed or is likely to contribute to long-term social, economic, institutional changes for individuals, local communities and institutions related to the project? | Questionnaire distributed in the local communities  Protocols of the interviews with the project partners  Information available in media | Survey  Project reports analysis  Media monitoring report  Comments received by project team from UN-Women and ADA representatives | Evidence from the interviews with the beneficiaries |

**Annex 3.1: Guide for the focus group discussions**

1. When and why did you participate in the project?
2. What are the benefits of participating?
3. Would you have been able to get the same advantages by not joining? (getting the services, benefitting from the same advocacy or capacity building activities, etc)
4. Did you see any changes in the relation between the main stakeholders and members of local communities in the last three years? (information sharing, consultation and identification of local needs, transparency, etc…).
5. Are the participatory activities at the local/regional level becoming more regular in the last three years?
6. Did you see any change in the kind and quality of services provided by the local RCCs during the last three years?
7. Indicate the most important service you need? Is it provided by the local entrepreneurs?
8. Are you aware of the advocacy activities carried out by the local COs? Any improvement in advocacy efforts in the last three years? Any achievement in terms of benefits for the local communities?
9. Do you think the current mechanisms of public-private sector dialogue are fruitful for the local communities? Why? Did you see any improvement in the dialogue in the last three years?
10. Which barriers for self-realization exist in your community? For young people? For women? For men? For elderly? For disabled people? For ethnic minorities? For IDPs? For other vulnerable groups?
11. What are the main environmental challenges that should be addressed in your region?
12. What would you suggest if you are invited to participate in designing the next stage of the project? How would you address the needs of women, most vulnerable groups, entrepreneurs?
13. Other reflections and/or recommendations.

**Annex 3.2: Questionnaire for the micro project beneficiaries**

Distributed randomly in the local communities

1. Your surname, name, patronymic (optional)

2. Gender

*Mark only one oval*

|  |  |
| --- | --- |
| *о* | Male |
| *о* | Female |

3. What is you relation to the project?

4. What are the main benefits of the project for you? ­­­­­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. What have been the most challenging for you within the project?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. What would you do differently if you could apply for another grant support?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. What is the most significant change that you observe in the community during the last 3 years? Why?

8. How equally are both sexes represented in the decision making process in your community, i.e, number of staff, decision-makers and users?

|  |  |
| --- | --- |
| *о* | up to 25% are women |
| *о* | 25 – 49% are women |
| *о* | 50 – 74% are women |
| *о* | over 75% are women |

9. What are the main environmental needs in your community?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

10 How often do you contact the local COs? Why?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

11. Please, indicate the name of the local community you operate at

**Annex 3.3: Questionnaire for the small grant beneficiaries**

1. Age of business

Specify the number of full years of operation in figures without any comments and the word "years". If less than one year, then specify 0.5

2. Which category does your business belong to?

\*Mark only one oval

|  |  |
| --- | --- |
| *о* | Large business: over 250 employees |
| *о* | Medium business: from 51 to 249 employees |
| *о* | Small business: from 11 to 50 employees |
| *о* | Micro-business: up to 10 employees |

3. Indicate the gender profile of the enterprise (specify one or more options)

*Choose all applicable options.*

*о* Owner of the Enterprise is a woman

*о* Manager of the Enterprise is a woman

*о* Neither option.

4. Indicate the approximate percentage of women employed by your enterprise. Mark only one oval.

|  |  |
| --- | --- |
| *о* | up to 25% |
| *о* | 25 – 49% |
| *о* | 50 – 74% |
| *о* | over 75% |

5. Is the remuneration equal for women and man at you enterprise?

|  |  |
| --- | --- |
| *о* | yes |
| *о* | No |
| *о* | other (explain) |

6. How many people aged 18-35 are employed at your enterprise?

|  |  |
| --- | --- |
| *о* | up to 25% |
| *о* | 25 – 49% |
| *о* | 50 – 74% |
| *о* | over 75% |

7. How many people aged over 55 are employed at your enterprise?

|  |  |
| --- | --- |
| *о* | up to 25% |
| *о* | 25 – 49% |
| *о* | 50 – 74% |
| *о* | over 75% |

8. What will motivate you to tailor your business processes and business services to the needs of vulnerable groups? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. What environmental risks are there in your business field? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How the international technical assistance programs can support you to eliminate these risks?

10. Please, indicate the name of the local community you operate at\_\_\_\_\_\_\_\_\_

11. What are the main challenges for the sustainable business development in your community?\_\_\_\_\_\_\_

**Annex 3.4: Questionnaire for the energy efficiency initiatives**

1. Need for the intervention

Please specify what was your project about?

2. How is the energy efficiency management process organized at your institution? \*Mark only one oval

|  |  |
| --- | --- |
| *о* | Daily tracking of the energy consumption |
| *о* | Monthly tracking of the energy consumption |
| *о* | No regular tracking of the energy consumption |
| *о* | Other (please specify) |

3. Who is responsible for the energy efficiency data collection at your institution?

*Choose all applicable options.*

*о* Energy efficiency officer (or other full-time employee)

*о* Energy efficiency manager (part-time)

*о* It is included in the job description of other full time employee

*о* Outsource officer (a person employed at other public or private institution)

*о* None

*о* Other (please specify)

4. Do you have the data for the energy consumption level at your institution before the project started?

|  |  |
| --- | --- |
| *о* | Yes (please indicate Kwt per month, average annually) |
| *о* | No (please explain why) |

5. Do you have the data for the energy consumption level at your institution after the project finished?

|  |  |
| --- | --- |
| *о* | Yes (please indicate Kwt per month, average annually) |
| *о* | No (please explain why) |

6. What were the main challenges for during the project implementation stage?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. What are the main challenges for you during the exploitation stage?

8. What other measures can be taken to reduce the energy consumption at your institution? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. What environmental risks are there in your community? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How the international technical assistance programs can support you to eliminate these risks?

10. Please, indicate the name of the local community you operate at\_\_\_\_\_\_\_\_\_

## Annex 4: List of the documents consulted

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Title** | **Year/Period** | **Language** |
| **Strategic Documents** | | | |
| 1 | UNDP Country Program Document for Ukraine (2018-2022) | 2017 | English |
| 2 | UNDP Strategic Plan 2018-2021 | 2017 | English |
| 3 | United Nations – Government of Ukraine Partnership Framework 2018-2021 | 2017 | English |
| **Project Materials** | | | |
| 4 | Project Document (incl. LogFrame Matrix, Project Schedule, Budget) | 2016 | English |
| 5 | Updated Project document (incl. LogFrame Matrix, Project Schedule, Budget) | 2018 | English |
| 6 | Cost- sharing agreements (UNDP-ADA) | 2016, 2018 | English |
| 7 | Semi-annual progress reports (UNDP-ADA) | 2018-2019 | English |
| 8 | Final evaluation of programmes ‘Community Based Approach for Local Development Phase III’ and Support to Ukraine's Regional Development Policy | 2017 | English |
| **Publications** | | | |
| 9 | UNDP Evaluation Guidelines | 2019 | English |
| 10 | Final evaluation of the socio-economic development of communities around radioactive sites in Kyrgystan project. Final report. | 2017 | English |
| 11 | ADA Manual Environmental and Social Impact Management | 2015 | English |
| 12 | UNDP Handbook for planning, monitoring, and evaluating for development results | 2009 | English |
| 13 | Monitoring of the power decentralization process and local self-government reform in Ukraine as on 10 August 2019 | 2019 | English |
| 14 | Посібник із впровадження Проекту "Місцевий розвиток, орієнтований на громаду" – третя фаза | 2015 | Ukrainian |
| 15 | Технічний посібник з впровадження мікропроектів громад. Додаток до посібника з впровадження проекту МРГ | 2015 | Ukrainian |
| 16 | Інтеграція гендерної складової в аналітичні матеріали. Марценюк Т. | 2019 | Ukrainian |

Annex 5. Project summary achievement assessment

***Colour codes:***

|  |  |
| --- | --- |
| **Navy blue** | completed – indicator shows successful achievement or outperforming |
| **Blue** | indicator shows expected completion by the end of the project or soon after as a project impact |
| **Grey** | Indicator is unlikely to be complete by the end of the project |

| **#** | **Indicator** | **Project-End Target**  **2019 (As per LogFrame in the extended cost-sharing agreement)** | **Progress as of June 2019**  **(Semi-Annual Reports)** | **Final**  **Evaluation**  **Comments/Questions/Confusions** |
| --- | --- | --- | --- | --- |
| **Output 1. The capacity of local communities, local authorities and universities in applying community led development, participatory governance and service delivery is strengthened.** | | | | |
| 1 | # of community-based initiatives for sustainable rehabilitation, management and operation of basic social initiatives supported | 31 | 31 | Indicator met. Providing incentives that not only support the basic infrastructure needs but offer innovative solutions and knowledge transfer can increase the impact of the local initiatives. |
| 2 | # of MoU with universities are signed | 2 (one in each oblast) | 2 (one in each oblast) | Indicator met. The cooperation with universities has a proven synergy of academic knowledge and real-life experience. It has been mentioned both by students and faculty that case studies provided by the project are extremely beneficial for the learning process. At the same time the main stakeholders highly appreciate the analytical support provided to the project by academic institutions (e.g. input to the round tables, presentations, awareness raising campaign, assessment of the business plans, etc.) |
| 3 | # of rayon resource centers in Chernivtsi and Odesa | Exact number of rayon centres will be determined in the course of implementation | 26 | Indicator met. RRCs have a proven track record as key partners for the micro project implementation. Their role was crucial in capacity building of the COs and ensuring the smooth communication between stakeholders of all levels. |
| 4 | # leaders of COs and officials of local/regional authorities are trained in various aspects of community-based approach | 62 in total (31 and 31) | 62 | Indicator met. Although extensive procedures and paperwork were mentioned by the local stakeholders as one of the main challenges during the project implementation, it was stated as well that the trainings that supported the whole micro-project cycle significantly increased the institutional capacity of the local partners. |
| 5 | # of Local Development Forums (LDFs) strengthened | N/A | 26 | Local Development Forums served as efficient platforms for participatory decision-making and a tool for finding quick solutions to operational issues. |
| 6 | % of costs of the initiatives covered by local authorities and local communities | At least 50% | 62% | The indicator overpasses the target goal which confirms the *snowball effect –* side effect of the project methodology that proves that synergy of different stakeholders creates a win-win situation and attracts additional resources to the local initiatives. |
| 7 | # of COs established and able to demonstrate sustainable management and operation of basic social infrastructure and services | 31 | 31 | Indicator met.  15 out of 31 community organisations are newly emerged institutions. Some of them are already growing organisationally and getting involved in the other initiatives. However, there is the risk that a certain number of local COs will remain “ghost” institutions if the follow-up activities are not happening. |
| 8 | % of the participating households that are low income | At least 50% | 31% | Indicator is incorrect.  31% is the number of households in poverty (according to the data provided by the local authorities). The methodology of the project does not include a specific study on the level of income of the participating households and is based on the NSS data provided by the local partners. UNDP PMU carried out an additional calculation that measures the correlation between the income per capita and minimum wage in the target communities. This data confirms that the number of low-income households participating in the project significantly surpasses the target indicator. |
| 9 | % of the female community organization management team | At least 50% | 70% | Indicator met.  Gender mainstreaming at all stages of the project cycle resulted in a large number of applications and a high level of female involvement in project activities. |
| 10 | # of community members and local officials trained on participatory decision-making | At least 2100 | 2297 (1206f/1091m) | Indicator met.  COs do not face difficulties in communication with the local authorities and international technical assistance organizations. |
| 11 | # of rayon authorities’ representatives using LDF for participatory decision making | At least 250 | 260 | Indicator met. |
| 12 | # of community development plan incorporated in the local development plan | 31 | 31 | Indicator met. |
| 13 | # of awareness raising campaign conducted per rayon with participation of at least 10,000 people | At least 1 (exact number of rayons will be determined in the course of implementation) | 16 raising awareness campaigns (7,560 people participated) | 10,000 is the total number of participants.  Due to of the high efficacy of the previous project (CBA) and ADA projects, the interest in the topics increased among target groups (community members and local authorities). High interest in the topic resulted in an increased number of events (not constrained by the budget balance). |
| **Output 2: small farm and non-farm business development is promoted in rural and urban areas** | | | | |
| 1 | # of community based Agricultural Service Cooperatives created for small business promotion in rural areas | 3 | 3 | Indicator met.  There are some difficulties for the newly emerged ASCs since the legislation for ASCs in Ukraine is changing. It is possible that some would not be able to preserve their non-profit status after this change and they are likely to close down their activities in this case. |
| 2 | # of BSOs/service providing organizations supported in each oblast | 3 | 3 | Indicator met. BSOs involved:  NGO ‘Business Center’ – Chernivtsi. (Phase 1 and 2)  NGO ‘NovyiVybir’ – Odesa (Phase 1) |
| 3 | % of female, elderly and youth beneficiaries | At least 50%, 30%, 20% respectively | 55% women, 22% elderly, 16% children and youth | Each village council provided detailed information in application form for participation in the project. The form also included official statistical data on gender and age disaggregation. |
| 4 | # of non-farm business entities supported in rural areas of the selected oblasts | 10-14 | 16 | Indicator met. The participatory decision-making mechanism allowed more entrepreneurs to be supported within this component. |
| 5 | # of training for non-farm business entities on business skills reporting and evaluation | no less than 24 trainings per each oblast with the gender proportion of the participants as close as possible to the 70:30 ratio | 48 (70% women and 30% men) | Indicator met. |
| 6 | # of training for ASCs on business processes, management and governance in each oblast | no less than 6 trainings per each oblast (18 in total) with the gender proportion as close as possible to the 70:30 ratio | 18 | Indicator met.  Initially 6 trainings per ASC were planned. Under phase 1, two cooperatives were created and trained. Under phase 2, 1 more cooperative was created and 6 more trainings were planned and conducted. |
| **Outcome: Sustainable and inclusive socio-economic development at the local level promoted by strengthening participatory governance and encouraging community-based initiatives in two oblasts (Chernivtsi and Odesa)** | | | | |
| 1 | # of members of local communities and local authorities benefited from improved social and economic situation as well as from strengthened capacity to apply participatory approach to local development | At least 62500 | 71,236 (32,702 women, 26,479 men) | Indicator met. |
| 2 | A replicable community mobilization model for sustainable social-economic development designed and tested in two oblasts of Ukraine | Numbers tbd during the implementation phase | A replicable community mobilization model for sustainable socio-economic development designed and tested in 20 communities (10 in Odesa oblast and 10 in Chernivtsi oblast) | According to the project document, 10 community organizations were supported per oblast. Among them were 9 community organizations which worked with social infrastructure objects and 1 cooperative per oblast. |

Annex 6: Budget Planned and Utilized

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Donor budget, EUR** | **Expenditures (as of 30 JUN 2018), EUR** | **%** | **Expenditures (as of 31 DEC 2018), EUR** | **%** | **Expenditures (as of 30 JUN 2019), EUR** | **%** | **Expenditures expected by  15 SEPT  2019, EUR** | **%** |
| Total | 800,000 | 468,431 | 58.55 | 597,481 | 74.69 | 746,508 | 93.31 | 800,000 | 100 |
| Component 1 (microprojects) | 431,299 | 245,553 | 56.93 | 291,672 | 62.63 | 384,511 | 89.15 | 431,299 | 100 |
| Component 2 (ASCs) | 126,483 | 78,197 | 61.82 | 92,559 | 73.18 | 119,975 | 84.85 | 126,483 | 100 |
| Component 2 (non-farm entities) | 242,218 | 144,680 | 59.73 | 213,250 | 88.04 | 242,021 | 99.92 | 242,218 | 100 |

Annex 7: People benefiting from project interventions

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Odesa oblast | | Chernivtsi oblast | | Overall target\* | GRAND |
| Target  (Sep 2019) | (Jun ’19) | Target  (Sep 2019) | (Jun ’19) | TOTAL |
| Dec'16 –Jun’'19 |
| Direct Beneficiaries | 32,200 | 21,270 | 25,500 | 49,966 | 62,500 | 71,236 |
| Component 1. Promotion of a community-based and inclusive approach to local development | 20,700 | 13,343 | 17,000 | 35,719 | 38,000 | 49,062 |
| -       Women | 11,400 | 7,338 | 9,500 | 19,511 | 20,900 | 26,849 |
| -       Men | 9,300 | 6,005 | 7,800 | 16,208 | 17,100 | 22,213 |
| Component 2. Support to small economic initiatives | 11,500 | 7,927 | 10,700 | 14,247 | 24,500 | 22,174 |
| Agricultural service cooperatives | 4,500 | 2,454 | 2,000 | 2,022 | 6,500 | 4,476 |
| -       Women | 2,250 | 1,502 | 1,000 | 1,112 | 3,250 | 2,614 |
| -       Men | 2,250 | 952 | 1,000 | 910 | 3,250 | 1,862 |
| Non-farm business entities\* | 7,000 | 5,473 | 11,000 | 12,225 | 18,000 | 17,698 |
| -       Women | 3,500 | 3,010 | 5,500 | 5,668 | 9,000 | 8,678 |
| -       Men | 3,500 | 2,463 | 5,500 | 6,557 | 9,000 | 9 020 |
| Indirect Beneficiaries | 110,000 | 111,031 | 90,000 | 108,153 | 200,000 | 219 184 |
| -       Women | 59,000 | 60,931 | 50,600 | 60,079 | 109,600 | 121 010 |
| -       Men | 51,000 | 50,100 | 39,400 | 48,074 | 90,400 | 98 174 |

\*Figures in overall target are updated in regards with targets set in agreement of the Project extension.

Annex 8: List of supported micro-projects and grants

**COMPONENT 1**

**Microprojects**

***Colour codes:***

|  |  |
| --- | --- |
| **Navy blue** | Contributions other then UNDP/ADA exceed 2/3 of the approved budget |
| **Blue** | Contributions other then UNDP/ADA exceed 1/2 of the approved budget |
| **Grey** | Contributions other then UNDP/ADA do not exceed 1/2 of the approved budget |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Rayon** | **Title** | | **Activities** | **Duration** | **Direct beneficiaries** | **Approved Budget UAH/USD[[17]](#footnote-17)** | **UNDP/**  **ADA contribution UAH/USD** | **Management team (male/female)** |
| **Chernivtsi oblast** | | | | | | | | | |
| 1 | Storozhynevskyi  Sniachiv village | | Innovative energy- efficient savings in school of Snyachiv village. Construction of a boiler house with installation of a pellet boiler | Front heat insulation  Construction of a boiler house  Purchasing and installment of pellet boiler  Purchasing and installmentofradiators(3 pieces)  Laying of heating mains  Purchasing and installment of auxiliary boiler house equipment  Electric installation work | 30.06.17 – May 2018 | 1,653 | UAH 606,313/  USD 22,357 | UAH 194,788/ USD 7,182 | 6 (1 m/5f) |
| 2 | Gertsaivskiy  Khriatskavillage | | Energy saving in school of Khriatskavillage. Capital repair (substitution of windows and doors) | Replacement of windows and doors | 30.06.17 – May 2018 | 2,162 | UAH 455,417/ USD 16,792 | UAH 194,365/ USD 7,167 | 5 (3m/2f) |
| 3 | Kitsmanskyi  Sukhoverivvillage | | Innovative energy efficiency in kindergarten | Windows and doors replacement  Heat insulation of the front side  Heat insulation of the loft | 31.07.17 – May 2018 | 1,786 | UAH 454,549/  USD 17,473 | UAH 189,349/  USD 7,278 | 8 (2m/6f) |
| 4 | Kelmenetskyi  Moshanets village | | Innovative energy efficiency in kindergarten | Window and doors replacement  Heat insulation of the front side  Heat insulation of the loft | 31.07.17 – May 2018 | 1,385 | UAH 391,885/  USD 15,064 | UAH189,415/  USD 7,281 | 7 (2m/5f) |
| 5 | Vyzhnytskyi  Ispas village | | Innovative energy efficiency in school | Window and doors replacement  Heat insulation of the front side  Heat insulation of the loft | 31.07.17 – May 2018 | 5,140 | UAH 441,663/  USD 16,977 | UAH 189,415/  USD 7,281 | 7 (4m/3f) |
| 6 | Vyzhnytskyi  Berehomet village | | Innovative energy efficiency in kindergarten | Pyrolysis boiler installation  Heat insulation of the front side | 29.07.17 – May 2018 | 311 | UAH 493,196/  USD 18,958 | UAH 195,150  USD 7,501 | 7(4m/3f) |
| 7 | Storozhenetskyi  StaraKrasnoshora village | | Innovative energy efficiency in kindergarten | Window and doors replacement  Heat insulation of the front side  Heat insulation of the loft | 31.07.17 – May 2018 | 891 | UAH 389,853/  USD 14,985 | UAH 188,150/  USD 7,232 | 5 (2m/3f) |
| 8 | Novoselytskyi  Marshyntsi village | | Innovative energy efficiency in kindergarten | Pyrolysis boiler installation  Heat insulation of the front side | 31.08.17 – May 2018 | 4,269 | UAH 537,493/  USD 20,730 | UAH191,875/  USD 7,400 | 8 (5m/3f) |
| 9 | Rukshynska ATC  Cheponosy village | | Innovative energy efficiency in school | Construction of boiler station  Installation of pyrolysis boiler | 29.09.2017 – May 2018 | 1370 | UAH 550,030/  USD 21,528 | UAH 193,859/  USD 7,587 | 6 (3m/3f) |
| 10 | Hertsayivskyy rayon  Ostrytsya  village | | Energy saving in village kindergarten | Heat insulation of the front side | 20.12.2018 – May 2019 | 2563 | UAH 1,368,797/  USD 48,367 | UAH 179,764  /USD 6,352 | 7 (4m/3f) |
| 11 | Novobroskovetska ATC  Novi Broskivtsi  Village | | Energy saving in village kindergarten | Capital repair of the boiler house | 20.12.2018 – May 2019 | 1881 | UAH 388,704/  USD 13,735 | UAH 179,398/USD 6,339 | 7 (1m/6f) |
| 12 | Hlybotskyy rayon  Hlyboka  Village | | Energy saving in premises of the village lyceum | Windows replacement | 20.12.2018 – May 2019 | 5400 | UAH 381,389/USD13,476 | UAH 179,764 USD 6,352 | 7(6m/1f) |
| 13 | Nedoboivska ATC  Nedoboivtsi | | Energy saving in village school | Heat insulation of the front side | 20.12.2018 – May 2019 | 1881 | UAH 351,002/  USD 12,402 | UAH  175,514/  USD 6,202 | 6 (5m/1f) |
| 14 | Vyzhnytskyy rayon  Vashkivtsi  Village | | Energy saving in village kindergarten | Heat insulation of the front side  Windows and doors replacement | 05.02.2019 | 1514 | UAH 605,918/ USD 20,893.73 | UAH 179,741/ USD 6,197.97 | 8 (2/6) |
| 15 | Novoselytskyi rayon  Vanchykivtsi village | | Energy saving in village kindergarten | Heat insulation of the front side | 05.02.2019 | 1614 | UAH 425,689/ USD 14,678.93 | UAH 185,733 /  USD 6,404.93 | 7 (2m/5f) |
| 16 | Novoselytskyi rayon  Mamalyha village | | Creation of an innovation language lab at secondary school | Purchase of equipment | 18.03.2019 | 1887 | UAH 469,400/ USD 16,186.21 | UAH 184,050/USD 6,346.55 | 7 (3m/4f) |
| **Odesa oblast** | | | | | | | | | |
| 17 | Oknyanskyi  Fedosiivka village | | Innovative energy efficiency in school | Window and doors replacement  Heat insulation of the front side  Heat insulation of the loft | 31.07.17 – May 2018 | 273 | UAH 974,849/  USD 37,473 | UAH 188,815  USD 7,258 | 7 (0m/7f) |
| 18 | Mykolaivskyi  Andrievo-Ivanivka village | | Innovative energy efficiency in school-kindergarten | General repair of the heating system | 18.09.17 – May 2018 | 1,149 | UAH 548,924/  USD 21,484 | UAH 196,339/  USD 7,684 | 6 (1m/5f) |
| 19 | Zakharivskyi  Perekhrestove village | | Innovative energy efficiency in school | General repair of the heating system | 29.09.17 – May 2018 | 1,484 | UAH 598,010/  USD 23,405 | UAH 194,516.  USD 7,628 | 7 (1m/6f) |
| 20 | Zakharivskyi  Zatyshshya village | | Innovative energy efficiency in school | Complex termo modernization | 10.11.17 – May 2018 | 1,380 | UAH 304,358/  USD 11,356 | UAH 152,187/  USD 5,678 | 7 (0m/7f) |
| 21 | Ivanivskyi  Hudevycheve village | | Innovative energy efficiency in school | General repair of the boiler house,  Pipeline replacement  Pyrolysis boiler installment | 13.10.17 – May 2018 | 574 | UAH 536,871/  USD 20,434 | UAH 192,001/  USD 7,309 | 6 (4m/2f) |
| 22 | Ivanivskyi  Baranove village | | Innovative energy efficiency in school | General repair of the heating system | 13.10.17 – May 2018 | 574 | UAH 536,871/  USD 20,437 | UAH 192,001/  USD 7,309 | 6 (0m/6f) |
| 23 | Bolhradskyi  Kubei village | | Innovative energy efficiency in kindergarten | General repair of the heating system | 16.10.17 – May 2018 | 731 | UAH 397,074/  USD 15,116 | UAH 190,342/  USD 7,246 | 6 (0m/6f) |
| 24 | Berezivskyi  Rozkvit village | | Innovative energy efficiency in school | General repair of the heating system | 13.11.17 – May 2018 | 1,484 | UAH 1,257,178/  USD 46,909 | UAH 192,000/  USD 7,164 | 9 (2m/7f) |
| 25 | Lymanskyi  Dmytrivka | | Innovative energy efficiency in kindergarten | Capital repair of the premises  Thermo isolation of the heating system | Jan 2018 – May 2018 | 189 | UAH 400,910/  USD 14,318 | UAH 197,000/ USD 7,035 | 6 (0m/6f) |
| 26 | Bilhorod-Dnistrovskyy rayon  Semenivka | | Energy efficiency in village school | Windows and doors replacement | 20.12.2018 – May 2019 | 286 | UAH  363,902/  USD  12,858 | UAH  179,600/USD  6, 346 | 5 (0m/5f) |
| 27 | Bolgradskyi rayon  Bannivka | | Innovative energy efficiency in village school | Capital repairment of boiler house  Installation of modern module boiler | 20.12.2018 – May 2019 | 1130 | UAH  854,019/  USD  30,177 | UAH  184,500/  USD  6,519 | 5(0m/5f)) |
| 28 | Prymorska ATC  Prymorske village | | Energy saving in kindergarten | Replacement of windows and doors | 20.12.2018 – May 2019 | 207 | UAH 279,686  USD 9,882 | UAH 139,805  /USD  4,940 | 6 (0m/6f) |
| 29 | Lymanskyy rayon  Kordon village | | Energy saving in the village health post | Capital repair of the premises of village health post | 20.12.2018 – May 2019 | 496 | UAH  293,164/  USD  10,359 | UAH  14,6404/USD  5,173 | 6 (1m/6f) |
| 30 | Lymanskyy rayon  Kurisove village | | Energy saving in the village kindergarten | Capital repair of the roof | 20.12.2018 – May 2019 | 2638 | UAH  469,754/  USD  16,599 | UAH  184,500/  USD  6,519 | 6 (0m/6f) |
| 31 | Ivanivskyi rayon  Bilka village | | Energy saving in the village health post | Capital repair of the roof of the village health post | 20.12.2018 – May 2019 | 841 | UAH 520,874/  USD 18,450 | UAH 179,500/ USD 6,342 | 8 (4m/4f) |

**COMPONENT 2**

**Agricultural service cooperatives (grants)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Location** | **Title** | **Short description**  **Investment needs** | **Total cost of the project (USD)** | **UNDP/ADA contribution (USD)** | **Desegregation by sex** |
| 1 | Chernivtsi oblast  Glybotskyi rayon  Mykhailivka village | Economic development of Agricultural Service Cooperative “DobriGazdy” in Mykhailivka village.  Purchasing equipment for milk processing | To improve milk collection, milk processing and production of dairy products   * Purchasing and installment of milk processing line, model PS-500 (500 liters) * Purchasing and installment of a refrigerator * Purchasing and installment of electronic weight up to 100 kg * Purchasing of office equipment (table and 3 office chairs) | UAH 759,238/ USD 27,995 | UAH 607,390/ USD 22,396 | 8 (6m/2f) |
| 2 | Odesa oblast  Lymanskyi  Serpka village | Economic development of Agricultural Service Cooperative “Veterany ATO Lymanschyny” in Serpka village. Purchasing of agricultural service equipment | To improve land cultivation services   * Purchasing of Tractor Belarus 82.1 * Purchasing of a baler (type Famarol Z 511) * Purchasing of a rotary mower(KPH-1.65) | UAH 866,000/ USD 31,932 | UAH 588,920/ USD 21,715 | 5 (4m/1f) |
| 3 | Odesa oblast  Bilhorod-Dnistrovskyy rayon  Pidhirne village | Economic development of Agriculture service cooperative ‘’TopAgroService’ | Purchasing of agricultural service equipmentSeed drill for vegetables, four-sectionalwith micro granulator | UAH 687,000/USD 24,275 | UAH  549,500/USD 19,416 | 5 (3m/2f) |

**Micro-business initiatives (grants)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Rayon,**  **Community** | **Title** | **Short description** | **Total cost of the project (USD)** | **UNDP/ADA contribution (USD)** | **Gender/age disaggregation** |
| **Odesa oblast** | | | | | | |
| 1 | Zakharivskyi rayon  Perekhrestove village | Tailor shop ‘Fason-chik’ | Tailoring repairs, services on cloth repair | 3,514 | 3,162 | Female, 35 |
| 2 | Zakharivskyi rayon  Perekhrestove village | Production of metal construction | Production of metal and forged goods | 3,963 | 3,567 | Female, 24 |
| 3 | Zakharivskyi rayon  Zatyshshya village | Service center | Service center on repair of electronic devices | 4,050 | 3,645 | Male, 41 |
| 4 | Zakharivskyi rayon  Zatyshshya village | Footwear repair shop | Repair of footwear | 3,388 | 3,049 | Male, 47 |
| 5 | Lymanskyi rayon  Serbka village | Production of fuel bricks and concrete products | Production of fuel bricks and concrete products | 6,330 | 5,695 | Male, 38 |
| 6 | Mykolaivskyi rayon  Andriyevo-Ivanivska village | Sewing studio | Sewing new clothes, repair used clothes | 5,150 | 4,634 | Female, 40 |
| 7 | Oknyanskyi rayon  Novokrasne village | Honey production | Production of honey and honey products | 6,207 | 5,586 | Male, 65 |
| 8 | Ivanivskyi rayon  Hudevycheve village | Café ‘Coziness’ | Café | 5,970 | 5,037 | Female, 52 |
| **Chernivtsi oblast** | | | | | | |
| 1 | Hlybotskyi rayon  Mykhailivka village | Center of apiotherapy | Center of apiotherapy - medical treatment with use of beer poison and other products of beekeeping | 6,903 | 5,597 | Male 57 |
| 2 | Storozhynetskyi rayon  Snyachiv village | Hairdressing salon | Hairdressing, manicure, and massage services | 6,087 | 4,740 | Female 32 |
| 3 | Vyzhnytskyi rayon  Berehomet village | Tourist agency | Tourist agency. Provides services on organization of touristic trips both in Ukraine and abroad | 5,053 | 4,279 | Female, 31 |
| 4 | Vyzhnytskyi rayon  Berehomet village | English language courses | English learning course for children | 4,863 | 3,561 | Female 27 |
| 5 | Novoselytskyi rayon  Marshyntsi village | Workshop on gas boilers and washing machines repair | Services on repair of gas boilers and washing machines | 5,212 | 4,539 | Male 48 |
| 6 | Vyzhnytskyi rayon  Ispas village | Car service station | Modernization and upgrade of a car service station. Services on computer diagnosis and repair of electronic equipment of cars | 5,769 | 4,807 | Male, 20 |
| 7 | Hertsaivskyi rayon  Hryatska village | Car service station | Services on car repair and maintenance | 6,572 | 5,503 | Female, 40 |
| 8 | Vyzhnytskyi rayon  Berehomet village | Design studio | Services on interior design and courses on design | 5,646 | 5,300 | Female 25 |
| 9 | Vyzhnytskyi rayon Banyliv village | Event company ‘Angel’ | Services on event organization | 3,638 | 3,274 | Male, 30 |
| 10 | Hlybotskyi rayon Cherepkivtsi village | Car service station | Services on car repair and maintenance | 5,220 | 4,306 | Male, 55 |
| 11 | Vashkivetska ATC Karapchiv village | Car service station | Services on car repair and maintenance | 4,309 | 3,748 | Male, 46 |
| 12 | Mamalyhivska ATC Mamalyha village | Fuel briquette production | Production of wooden briquettes | 5,034 | 4,531 | Male, 44 |
| 13 | Mamalyhivska ATC Mamalyha village | Car service station | Services on car repair and maintenance | 5,166 | 4,390 | Male, 28 |
| 14 | Mamalyhivska ATC Mamalyha village | Car service station | Services on car repair and maintenance | 6,057 | 5,148 | Male, 44 |
| 15 | Vashkivetska ATC Vashkivtsi village | Nail salon | Services on doing nails and massage | 3,391 | 3,052 | Female, 27 |
| 16 | Vyzhnytskyi rayon Banyliv village | Dress making studio | Services on dressmaking and tailoring repairs | 1,679 | 1,510 | Female, 28 |
| 17 | Hlybotskyi rayon Cherepkivtsi village | Carpentry shop | Carpentry production | 5,317 | 4,519 | Male, 44 |

**Component 2 data segregated by gender:** Total: 28 seed grants (F 12, M 16)

**Component 2 data segregated by age:** Total 28 seed grants (>35 years old: 11; 35-50 years: 12; <50 years: 5)

**Annex 9: Strategic documents review**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| UNDP Country Program Document for Ukraine 2018-2022 | Project | UNDP Strategic Plan 2018-2021 | 2030 Agenda for Sustainable Development | UNDP Strategic Plan 2018-2021 Indicator | Baseline  2018 | Target 2018 | | Target 2022 | |  | |
| Output 2.1. National and subnational institutions are better able to develop and implement policies and measures that generate sustainable jobs and livelihoods | Sustainable Local Development  in Rural Areas of Chernivtsi and Odesa Oblasts | Output  1.1.2. Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs | 4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship | 1.1.2.3. Country has an improved enabling environment for expansion of decent work and livelihoods | No | No | Yes | | World Bank Ease of Doing Business Index | | Baseline - Frameworks are of low quality which do not create enabling environment. Target - improved enabling environment with UNDP Support (significant improvement in the ease of WB Doing Business Report ranking, ILO report and others) |
| 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value |
| 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status |

## Annex 10: List of people met

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Name**  **(chronologically)** | **Gender** | **Location, format**  I - In-depth interview  F – Focus Group | **Organization** | **Position** |
| 1 | Florian Kohlfürst | M | Kyiv, I | Austrian Embassy in Kyiv | Deputy Head of Mission |
| 2 | Tetyana Diyeva | F | Kyiv, I | UNDP Ukraine | M&E Assistant |
| 3 | Iryna Gram | F | Kyiv, I | UNDP Ukraine | Finance assistant |
| 4 | Diana Celac | F | Chisinau, I | ADA | Programme Manager Water and Environment |
| 5 | Yulia Petsyk | F | Kyiv, I | UNDP Ukraine | M&E Specialist |
| 6 | Igor Gutsulyak | M | Kyiv, I | UNDP Ukraine | Democratic Reform and Sustainable Development Program Analyst |
| 7 | Marcus Brand | M | Kyiv, I | UNDP Ukraine | Democratic Reform and Sustainable Development  Senior Advisor |
| 8 | Vasyl Pryymak | M | Odesa Oblast  Dobroslav, F | Lymanska rayon administration | Head |
| 9 | Hennadiy Teftul | M | Odesa Oblast  Dobroslav, F | Lymanska rayon council | Head |
| 10 | Leonid Hrebenyuk | M | Odesa Oblast  Dobroslav, F | Lymanska rayon administration | First Deputy Head |
| 11 | Tetyana Kushnir | F | Odesa Oblast  Dobroslav, I/F | Lymanska rayon administration | Head of the economic development and trade department |
| 12 | Olha Zadorozhnia | F | Odesa Oblast  Dobroslav, F | Lymanska rayon administration | Head of the financial department |
| 13 | Elina Kontseva | F | Odesa Oblast  Dobroslav, F | Communal nonprofit enterprise of the rayon council «Primary healthcare center» | Chief medical officer |
| 14 | Iryna Nazarko | F | Odesa Oblast  Kurisove, F | CSO «Victoria – 2013» | Head |
| 15 | Hennadiy Melnychenko | M | Odesa Oblast  Kurisove, F | Kurisovska village council | Head |
| 16 | Olena Krivosheyeva | F | Odesa Oblast  Kurisove, F | Kindergarten «Dzhereltse» | Director |
| 17 | Volodymyr Kaluzhnyy | M | Odesa Oblast  Serbka, F | ASC «Veterany ATO Lymanshchyny» | Deputy head |
| 18 | Oksana Kadochnykova | F | Odesa Oblast  Serbka, F | ASC «Veterany ATO Lymanshchyny» | Accountant |
| 19 | Fedir Zinchenko | M | Odesa Oblast  Kordon, F | CSO «Kordon -2013» | Head |
| 20 | Oksana Tretyakova | F | Odesa Oblast  Kordon, F | Kordonska village council | Head |
| 21 | Alina Myrza | F | Odesa Oblast  Semenivka, F | CSO «Sejmeny» | Head |
| 22 | Albina Tyshchuk | F | Odesa Oblast  Semenivka, F | Semenivka secondary school | Director |
| 23 | Olena Zotik | F | Odesa Oblast  Semenivka, F | Semenivka village council | Head |
| 24 | Alyona Shikhalieva | F | Odesa Oblast  Semenivka, F | Bilhorod-Dnistrovska rayon administration | Deputy Head |
| 25 | Nataliya Tkhorenko | F | Odesa Oblast  Semenivka, F | Bilhorod-Dnistrovska rayon administration | Head of the economic department |
| 26 | Tetyana Muntian | F | Odesa Oblast  Semenivka, F | Bilhorod-Dnistrovska rayon administration | Head of the educational department |
| 27 | Iryna Lupashko | F | Odesa Oblast  Pidhirne, F | ASC «TopAgroService» | Head |
| 28 | Irena Nademyanova | F | Odesa, F | Odesa regional council | Head of the department of economic development, budget and international cooperation |
| 29 | Dmytro Radulov | M | Odesa, F | Odesa regional administration | Director of the department of economic policy and strategic planning |
| 30 | Valrntyna Tryncha | F | Odesa oblast,  Ivanivka, F | Ivanivska rayon council | Deputy head |
| 31 | Serhiy Kot | M | Odesa oblast  Zatyshshya, F/I | Individual entrepreneur | Service center on repair of electronic devices |
| 32 | Yana Kosiuk | F | Odesa oblast, F/I  Perekhrestove | Individual entrepreneur | Production of metal and forged goods |
| 33 | Viktor Henchev | M | Odesa oblast  Bannivka, F | Bannivka village council | Head |
| 34 | Hanna Hencheva | F | Odesa oblast  Bannivka, F | CO «Vidrodzhennya – 1» | Head |
| 35 | Svetlana Verbanova | F | Odesa oblast  Bolhrad, F | Bolhrad rayon administration | Head of the department of economic development, investment promotion and infrastructure development |
| 36 | Andriy Kuchmiyov | M | Odesa oblast  Bolhrad, F | Bolhrad rayon administration | Head |
| 37 | Nataliya Kosteniuk | F | Odesa oblast  Baranove, F | CO «Mriya» | Head |
| 38 | Oleksandr Bezpalyy | M | Odesa oblast  Ivanivka, F | Ivanivska rayon council | Head |
| 39 | Oleksandr Voloshyn | M | Odesa oblast  Ivanivka, F | Konoplyanska village council | Head |
| 40 | Svitlana Petrova | F | Odesa oblast  Ivanivka  Konoplyanska ATC Hudevycheve, F/I | CO «Dobroslav» | Head |
| 41 | Nataliya Kuzhelnikova | F | Odesa oblast  Baranove, F | Baranove village council | Head |
| 42 | Tetyana Borumbey | F | Odesa | National University “Odesa Law Academy” | Student |
| 43 | Ihor Kasyanenko | M | Odesa | National University “Odesa Law Academy” | Student |
| 44 | Valeriy Smalyukh | M | Odesa | National University “Odesa Law Academy” | Student |
| 45 | Tetyana Kuznetsova | F | Odesa, F/I | National University “Odesa Law Academy” | Dean of the faculty of journalism |
| 46 | Tetyana Mayak | F | Odesa, F/I | UNDP Ukraine | Regional Coordinator |
| 47 | Oleh Rohozin | M | Odesa, F/I | UNDP Ukraine | Regional Coordinator |
| 48 | Oleksandr Kovalchuk | M | Chernivtsi, F/I | UNDP Ukraine | Regional Coordinator |
| 49 | Mykola Russu | M | Chernivtsi oblast  Mamalyha, F/I | CSO«Vidrodzhennia MK» | Head |
| 50 | Olena Kodica | F | Chernivtsi oblast  Mamalyha, I | CSO«Vidrodzhennia MK» | Member |
| 51 | Arkadiy Shova | M | Chernivtsi oblast  Mamalyha, F | Mamalyha village council | Head |
| 52 | Volodymyr Antonchuk | M | Chernivtsi oblast  Mamalyha, F | Mamalyha village council | Deputy head |
| 53 | Volodymyr Bilous | M | Chernivtsi oblast, I  Mykhailivka | ASC «Dobri Gazdy» | Head |
| 54 | Mykhaylo Balovsiak | M | Chernivtsi oblast  Mykhailivka, I | Individual entrepreneur | Myvira family enterprise  Apitherapy |
| 55 | Mariya Balovsiak | F | Chernivtsi oblast  Mykhailivka, I | Family member | Myvira family enterprise |
| 56 | Serhiy Metrus | M | Chernivtsi oblast  Chervona Dibrova, I | Individual entrepreneur | Carpenter |
| 57 | Metrus jr | M | Chernivtsi oblast  Chervona Dibrova, I | Family member | Individual entrepreneur |
| 58 | Vasyl Kostynyuk | M | Chernivtsi oblast  Cherepkivtsi, I | Individual entrepreneur | Car service |
| 59 | Hryhoriy Vanzuriak | M | Chernivtsi oblast  Hlyboka, I | ATC council | Head |
| 60 | Vasyl Toderenchuk | M | Chernivtsi oblast  Velykyy Kuchuriv, I | ATC council | Head |
| 61 | Mariya Tsurkan | F | Chernivtsi oblast  Velykyy Kuchuriv, I | ATC council | Secretary |
| 62 | Hanna Zhebchuk | F | Chernivtsi, F | Chernivtsi regional administration | Head of the department of the international cooperation and European integration |
| 63 | Mariya Porchuk | F | Chernivtsi, F | NGO «Chernivtsi business center» | Head |
| 64 | Andriy Roman | M | Chernivtsi oblast  Vyzhnytsia, F | ATC | Specialist for infrastructure, public transportation and urban development |
| 65 | Yuriy Kordunyanu | M | Chernivtsi oblast  Mamalyha, I | Individual entrepreneur | Car service |
| 66 | Eduard Duminika | M | Chernivtsi oblast  Mamalyha, I | Individual entrepreneur | Production of the fuel bricks |
| 67 | Khrystyna Heretsun | F | Chernivtsi oblast  Banyliv, I | Individual entrepreneur | Sewing studio |
| 68 | Anna Leontyuk | F | Chernivtsi oblast  Vashkivtsi, I | Individual entrepreneur | Manicure, and massage services |
| 69 | Oleksandr Borysov | M | Chernivtsi oblast  Karpachiv, I | Individual entrepreneur | Car service |
| 70 | Kateryna Strazhyr | F | Chernivtsi oblast  Berehomet, I | Individual entrepreneur | Travel agency |
| 71 | Mustafa Sait-Ametov | M | Kyiv, I | UNDP | UNDP Oblast SDGs Portfolio Manager |
| 72 | Alexander Karner | M | Chisinau, I | ADA | Head of office |
| **Total: F 37/M35** | | | Kyiv 7/ Chisinau 2 / Odesa oblast 40/ Chernivtsi oblast 23 | | |
| Ad-hoc focus groups | | | | | |
|  | 10 focus group participants | mixed | Odesa Oblast  Kurisove | CSO «Victoria – 2013» | members |
|  | 6 focus group participants | mixed | Odesa Oblast  Serbka | ASC «Veterany ATO Lymanshchyny» | Members |
|  | 10 focus group participants | mixed | Odesa Oblast  Kordon | CSO «Kordon -2013» | Members |
|  | 7 focus group participants | F | Odesa Oblast  Semenivka | CSO «Sejmeny» | Members |
|  | 7 focus group participants | mixed | Odesa Oblast  Pidhirne | ASC «TopAgroService» | Members |
|  | 22 confidential questionnaries | 14 F/  8M | 17 Odesa oblast/  5 Chernivtsi obl. |  |  |

## Annex 11: Aggregated questionnaire for the key stakeholders

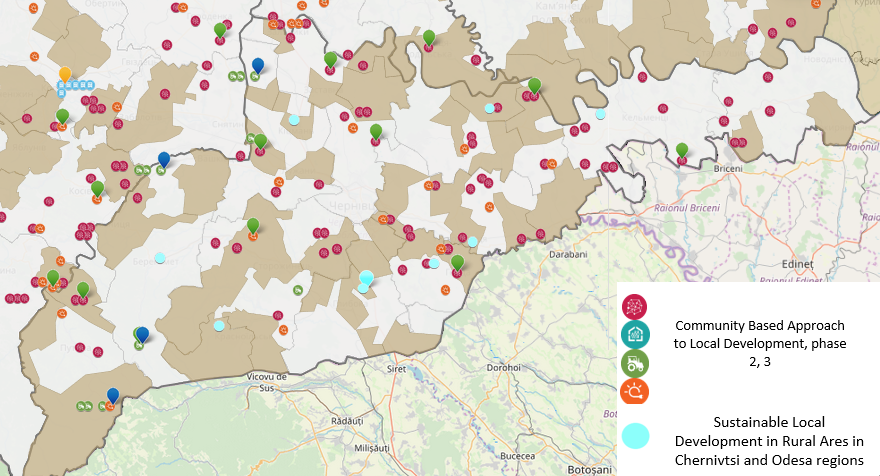
|  |  |  |  |
| --- | --- | --- | --- |
| **Expected impact and tangible results (according to the project documentation)** | **Interviewees** | **Estimated evaluation questions** | **Evidence from the interviews and focus groups**  **(facts and figures, observations and recommendations)** |
| Project Impact: wellbeing of the most disadvantaged population groups in two oblasts of Ukraine (Odesa and Chernivtsi) improved and their living standard raised | MRD  Austrian Embassy in Ukraine  ADA office in Chisinau  UNDP PMU  UNDP regional coordinators | Country context: how relevant was the project to the intervention’s target groups, including government’s needs and priorities? To what extent was the project aligned with the policies and strategies of the government, SDGs as well as UNDP/UNDAF country programme strategy?  Does the project remain relevant considering the changing environment in face of climate change, while taking into consideration the risks/challenges mitigation strategy? Was there a need to reformulate the project design and the project results framework given changes in the country and operational context?  Have there been sufficient cooperation and exchange of information between the components of the project? How do they correspond to each other and contribute to the achievement of the 2030 Agenda?  Was the project building upon/seeking synergies with existing programmes and strategies in order to maximize impact, efficiently allocate resources and avoid duplications?  What are possible priority areas of engagement and recommendations for the possible future projects/initiatives?  Was environmental sustainability considered in the project design and were measures accordingly implemented / instruments put in place to ensure that no harm is caused to the environment and natural resources are used sustainably? | Project was implemented in coordination with the country- and regional-level activities within the framework of decentralization reform, reform of the educational and healthcare system, and the DCFTA agreement with the EU. The project is fully aligned with the UNDP strategic priorities (Annex 9). On the country level there is the synergy between the project activities and activities of Minregion and other donors supporting decentralization in Ukraine[[18]](#footnote-18). The project targets the specific niche of rural development and addressing the needs of the most disadvantaged groups which is not covered to such extent by any other ITA project in Ukraine.  The components of the project fully correspond to each other and complement the mutual effects in order to ensure that the UN ***leave no one behind*** approach is in place. There are multiple evidences of how community mobilization, public oversight on the project implementation, capacity building of the local institutions, and economic empowerment of marginalized groups improve the livelihood and contribute to the sense of dignity of the project beneficiaries. Project has a proven snowball effect where relatively small investments from UNDP attract larger investments from the local/regional partners. Synergy with the EU-funded CBA program indicates a positive correlation between the project activities and the decentralization process in the target communities (Annex 13).  All project documentation and design of the sub-granting process is aligned with the legal requirements to the environment protection in Ukraine. Annex 14 provides the list of the analytical tools used by the PMU to assess the environmental sustainability of the local initiatives.  At the same time the environmental risks indicated by the local communities can be solved mainly on the regional/sub-regional/country level (e.g. waste management, water management, deforestation etc.) while the project is focused on the grassroots level. The project methodology has proved its efficiency for the local participatory decision making and can be used for piloting the cases that require multi-stakeholder cooperation (e.g. using environmentally friendly technologies, creating sustainable business models, applying Resource Efficient and Cleaner Production Approach etc). This can be included as one of the target goals for the next iterations of the project. |
| The Project Outcome: Sustainable and inclusive economic development at the local level promoted by strengthening participatory local governance and encouraging community-based initiatives | Regional, rayon administrations,  ATC/Village councils  Target communities members  FGD  UNDP PMU  FGD  RCC  UNDP PMU  Project beneficiaries  Local authorities | To what extent was the project relevant in addressing the needs of community members in rural communities? What is the demand for these types of initiatives in the targeted rural areas in Chernivtsi and Odesa oblasts?  What measures can be taken to improve the involvement of stakeholders, gender equality, social inclusion, human rights and environmental protection in similar initiatives?  Was the project building upon/seeking synergy with existing programmes and strategies in order to maximize impact, efficiently allocate resources and avoid duplications? Was there a need to reformulate the project design and the project results framework given changes in the country and operational context?  Is the project’s approach likely to continue, be scaled up, replicated, and increasingly contribute to the inclusive gender responsive socio-economic development at the local level after project ends? Define which of the platforms, networks, and relationships development in the framework of the project have the highest potential for further scaling up and/or replication.  To what extent are project results (impact, if any, and outcomes) likely to continue after the project ends? Define the areas that produced the most sustainable results, and the most promising areas requiring further support and scaling-up in the course of future interventions.  Which social or political risks have challenged the achievements of project’s results and its sustainability? Has this appropriately been addressed by the project?  What are possible priority areas of engagement and recommendations for possible future projects/initiatives?  Has the project contributed or is it likely to contribute to long-term social, economic, or institutional changes for individuals, local communities and institutions related to the project? Has the project contributed to gender equality, women’s empowerment and protection of human rights, social inclusion, and environmental protection in targeted rural areas? What sustainable change has the project made in the lives of women and men, vulnerable groups, and targeted communities at large? Has there been any ‘spill-over’ effect to other communities or groups in the community?  Was the overall performance of the project carried out with reference to its respective project document/cost-sharing agreement, strategy, objectives and indicators? Has the project produced results (outputs and outcomes) within the expected period? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results? Was the project cost-effective? Was the project using the least costly options? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs and outcomes?  Did the monitoring consider gender equality and women empowerment issues, as well as social inclusion and human rights, environmental protection and climate change? Has the project sufficiently mainstreamed gender and human rights concerns in the activities? What is the anticipated influence of the intervention on human rights and gender equality? | Among the main advantages of the project methodology stated by the final beneficiaries are:   1. Capacity building at the grassroots level (negotiation skills, budget planning, operations with technical documentation, creation of transparent procedures, participatory decision making, project management, and project planning skills) 2. “Kick-off” effect – the first evidence of a “*we can do it*” feeling motivated many communities to continue the ideation process and mobilize resources for further development initiatives (e.g. participation in the Covenant of Mayors initiative (Hlyboka), Mayors for LED (Mamalyha), participating in the national council of ATCs (Velykyy Kuchuriv), engaging more veterans to the ASC (Veterany ATO Lymanshchyny)). 3. Sustainable management. Governance structure of the project based on the multi-stakeholder platforms for joint decision making (LLD, RRC, OIC/OIU, etc.) is likely to continue after the project ends. Both formal and informal networks that emerged within the project framework keep functioning beyond the project activities (alumni of the training seminars consulting each other, public officials contacting the representatives from universities and COs, etc). 4. Social lifts. There are many cases when leaders of the local COs were later elected to the village or rayon councils; several grassroots project coordinators became public officials of different levels. 5. Spill-over effects. The level of trust between different stakeholders is clearly higher in comparison to the baseline year. Often local beneficiaries confessed that at the beginning of the project they had doubts whether this is the ***real deal*** (esp. vulnerable groups covered by Component 2 of the project). Now the vast majority of the interviewees would recommend participation in similar initiatives to their peers. Some of them had inspired other groups not directly involved in the project to start their own social activities or businesses (e.g. annual communal cleaning of the riverbanks (Berehomet); village improvement competition (Kordon); participatory local budget (Velykyi Kuchuriv), two more business initiatives (Vashkivtsi)). Notably, the majority of these additional activities are women-led, and female beneficiaries believe it to be a positive outcome of the project (*It is easier when you are not alone; my dreams were not crazy I was just not confident enough to make it true*). 6. Rural development. The project is a good example of tailoring the CBA methodology to the needs of the rural areas. (*They [project team] are reaching the areas that no one else is reaching. It is very inspiring for people to see that* ***something is happening*** *in their village. It is a proud feeling* ***to be an equal partner****, and a sense of ownership arises).* 7. UN Sustainable Development Goals. CBA methodology is answering the question *how, whereas* SDGs answer the question *why.* Being part of the recently emerged SDG portfolio within UNDP, the project is effectively using the mechanisms and institutional capacity of the earlier, EU-funded CBA project to develop a new working model –- a *think global act local* approach to the rural development that can be further replicated in other regions.   As of August 2019, the project is meeting the majority of the target indicators mentioned in the project documentation. All micro-projects and sub-granting activities are implemented in line with the project schedule. Project management team proved its efficiency when Phase 1 of the project (budget of EUR 500 000) was extended to Phase 2 (EUR 300 000) –- within a 2-year period all project activities and procedures had been adjusted in order to operationalize the updated work plan. The project team was also able to find quick solutions in emergency situations (e.g. cases when the local community refused participation in the project or changed the project concept). Synergy with the CBA III project allowed minimizing the overhead expenses in the project activities without losing the quality of the project management process. Partnerships with the oblast administrations allowed minimizing the office and rent expenses for the project events. In consequence of the strategic allocation of the resources, the project is surpassing several target indicators (e.g. % of costs of the initiatives covered by local authorities and local communities, number of non-farm business entities supported in rural areas of the selected oblasts). Civic oversight of the micro project implementation foreseen by the project methodology ensured the cost efficiency of the construction works.  All data covered by the monitoring process are segregated by gender; all quantitative gender-related indicators are met. Qualitative assessment of the social inclusion and women empowerment will be included in the survey planned by the project team for October 2019. Numerous cases of women-led initiatives supported by the project can be used for the creation of success stories that can be further promoted among the target groups and indirect beneficiaries. At same time, the project budget had not foreseen the substantial baseline study of the gender-related issues. Given the complexity of the local context and correlation of the gender issues in Ukraine with the broader social context[[19]](#footnote-19) it is recommended that the future replications of the project include gender analysis as a separate analytical component at the inception stage of the project in order to ensure that the gender mainstreaming is reflecting the specific challenges of the target communities. |
| Output 1: The capacity of local communities, local authorities and universities in applying community-based development, participatory governance and service delivery is strengthened | UNDP PMU  Project beneficiaries  Local authorities  FGDs | What are the results achieved beyond the logical framework? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up?  Was the project management, coordination and monitoring efficient and appropriate? | The following indicators overpass the target goals:   * % of costs of the initiatives covered by local authorities and local communities (62 (actual)/50 (target)); * % of the female community organization management team (70 (actual)/50 (target)); * number of community members and local officials trained on participatory decision-making (2297 (actual)/2100 (target)); * number of rayon authorities’ representatives using LDF for participatory decision making (260 (actual)/250 (target)).   Supportive factors:   * motivation of the COs for fundraising grows after there is confirmation from at least one partner to support the project (UNDP plays the crucial role here); * in CfP the preference for grant support had been given to women-led or women-only organizations; * A vast majority of the final beneficiaries confirmed that the training seminars and capacity building activities were extremely useful for them both from the personal and from the institutional perspective; * LDFs have proven their efficiency in fast participatory decision-making (the platform where complex technical issues could be discussed directly with the controlling/supervising bodies made the legal process within the project implementation more transparent and less bureaucratic);   The high intensity of the project schedule and complex requirements for the project documentation that aimed at ensuring the transparency of procedures and actions (grant application process, pre-feasibility studies, financial reporting, etc.) were quite challenging for the local partners. Nevertheless, the soft component of the public oversight combined with the hard component of actual construction works has been extremely rewarding for final beneficiaries in terms of rapid capacity building of the grassroots organizations. Multiple times in confidential interviews, the beneficiaries mentioned the professionalism and high level of dedication of the UNDP PMU in ensuring the quality of the project activities and outcomes; they expressed gratitude for their daily support in reporting and preparation of the project documentation. |
| Result 1: Increased public capacity and incentives for active monitoring of local development-related decision making structures and procedures on local level | Project beneficiaries  Local authorities  FGDs | Are the criteria and governance aspects related to the selection of beneficiaries and partner institutions appropriate? To what extent were capacity development initiatives for partner organizations adequate to ensure sustainable improvements for women, men and vulnerable groups? What can additionally be done to improve the sustainability of the project?  Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives? | According to the results of CBA project,[[20]](#footnote-20) local communities in Ukraine usually demonstrate a low level of trust to the rayon and oblast authorities and to the representatives of local businesses. According to the surveys held in the CBA target communities, the most trusted and most transparent public bodies are those at the local level (e.g. village councils) because they can be better controlled by the local residents. Therefore, personal readiness of final beneficiaries to co-fund the local initiatives and participate in the project implementation was much higher when the overall project management and final decision making was carried out by the local public or non-profit institution. The project “LSDRA in Odesa and Chernivtsi oblasts” was relying on this experience and used the mechanisms that had proven its effectiveness in the CBA methodology. During the field study beneficiaries mentioned multiple times that they had overcome their mistrust of the partnering institutions and had the sense of ownership over the project implementation which had built a strong foundation for other collaborative projects in the future. This was ensured mainly by the mechanism of the public oversight for all stages of the project cycle including financial management carried out by the local COs. This tool had been called by the local partners *a diamond* of the projects’ methodology and had been recommended by many for further replication and continuous practicing. |
| Result 2: Enhanced advocacy and lobbying skills and capacity among (community-based) civil society authorities and local authorities | Project beneficiaries  Local authorities  FGDs | What measures can be taken up to improve the involvement of stakeholders, gender equality, social inclusion, human rights, and environmental protection in similar initiatives? | According to the project methodology, the final decision for the support of the local initiatives had been made based on the development needs of the local communities and their strategic priorities. Taking into consideration the reality of the post-Soviet communities in Ukraine, usually improvements in infrastructure are perceived by the final beneficiaries (especially in rural areas) as the priority in development needs. Also given the fast changing political and economic context in Ukraine and short-term (1-year) budget planning at the public institutions, short- and mid- term thinking in the development planning process prevails against a long-term strategic approach. Therefore, while listing the major community needs, local officials usually skipped human rights issues, social inclusion challenges and environmental protection as less manageable (because they are part of a broader country or regional context). Although the project procedures and awareness raising campaigns envisaged the promotion of these issues and ensured that the quantitative vulnerable groups-related indicators are met, there is not enough qualitative data to indicate a shift in the ways of thinking or illustrate how the barriers for the marginalized groups are removed by the project activities.  It is recommended that the following soft components are included in the next iterations of the project:   * Baseline study covering the needs of the vulnerable groups in the target communities (e.g. using the 3R method[[21]](#footnote-21)); * baseline study on the major environmental risks within the local value chains; * Training needs analysis that will provide information on the exact areas and skills that will support better advocacy and lobbying to address the challenges that cannot be solved at the local level; * Implementation of pilot projects illustrating how the needs of the vulnerable groups can be met using the project methodology or how the environmental challenges can be overcome through a holistic approach to project implementation (some case studies from this project can be used as an example, see below); * Networking, field visits and exchanges that will ensure knowledge transfer, promotion of good practices and sustainability of the project’s results. |
| Result 3: Institutionalized dialogue between relevant stakeholders with the view to ensuring sustainable social, economic and environmental development at the local level | Project beneficiaries  Local authorities  FGDs | Has there been sufficient cooperation and exchange of information between the components of the project? What are possible priority areas of engagement and recommendations for possible future projects/initiatives? | According to the CBA project results, the community benefits from the micro-project implementation were often perceived by the local residents as more important and more visible than the personal benefits. Benefits of the rayon/oblasts were not as visible in the perception of direct beneficiaries as the individual or communal benefits. Understanding of the potential benefits increased the level of interest of the local community to the participation in the project activities and ensured the readiness to co-fund local initiatives. At the same time, for rayon- or oblast-level authorities, the prestige and granting history that came as a side effect of the participation in the projects funded by the international technical assistance institutions served as a starting point for launching new partnerships and attracting more stakeholders (incl. business, universities, other public bodies). The LSDRA project has created multiple examples of such win-win situations which better prepared institutions of all levels for the decentralization process, strengthened the capacity of newly emerged institutions (e.g. ATCs) to participate in future collaborative initiatives (e.g. drafting joint applications to the SFRD) and served as a good practice for those who had not yet participated in such initiatives. |
| Output 2: small farm and non-farm development is promoted in rural and urban areas | UNDP PMU  Project beneficiaries  Local authorities  FGDs | What are the results achieved beyond the logical framework? What were the supporting factors? What are the main lessons learned from the partnership strategies and what are the possibilities of replication and scaling-up? | The following indicators overpass the target goals:   * Number of non-farm business entities supported in rural areas of the selected oblasts; * 4 more individuals that had been participating in the training seminars started their businesses despite not having been awarded with grants.   Supporting factors:   * Community involvement. One of the key stages of the grant support process was a requirement that the selection of the viable business ideas undergoes open voting in the local communities. This mechanism had both ensured the future demand for the services offered by the entrepreneurs and allowed more ideas to be implemented (in several cases entrepreneurs had cut their planned budget in order to increase the possibility for other entrepreneurs to also benefit from the project); * In Chernivtsi region the majority of the beneficiaries mentioned the high relevance of the business training component for their everyday activities; many stated that their actual business performance corresponds to the business plans developed during the learning activities; some indicated that their personal skills in accounting, project management, budgeting, and financial modeling had increased.   Main lessons learned:   * Business support initiatives are much more efficient if they are followed by a training and capacity building component; * Entrepreneur perceives his/her role in the local community differently when his/her business idea is discussed publicly by the potential consumers. Entrepreneur feels both more confident during the business launch phase and more accountable when it comes to the quality of the services or tax payments to the local budget. * Community-discussed business ideas are a visible example of how a local economic ecosystem is being created. Entrepreneurs had mentioned that they started to demand more from the local authorities since they contributed to the local budget through their taxes. At the same time, members of the local communities support entrepreneurs and consume the local goods/services and can observe the positive influence of the local economic development on the quality of life (new jobs, new services, positive impact on migration process, opportunities for vulnerable groups, etc.) |
| Result 1: Women and vulnerable groups will benefit from grants | UNDP PMU  Project beneficiaries  Local authorities  FGDs | Are the criteria and governance aspects related to the selection of beneficiaries and partner institutions appropriate? What measures can be taken up to improve the involvement of stakeholders, gender equality, social inclusion, human rights and environmental protection in similar initiatives? | Criteria and governance aspects related to the selection of beneficiaries are appropriate and tailored according to the project target indicators. These criteria are included in the CfP for the subcontracting institutions responsible for the sub-granting and training component and properly communicated (see Annex 12). The number of case studies can be further promoted as a good practice for replicating or scaling up in other rural communities, e.g.:   * Elderly/family business. Few entrepreneurs (esp. men) mentioned that if they had not received the grant for business support, they would otherwise migrate for work abroad. With the financial and moral support from the local communities they not only stayed with their families but also involved their younger family members to join the business (e.g. had carpenter from Chervona Dibrova, car service from Cherepkivtsi, ASC Myvira from Mykhailivka, Chernivtsi oblast). This not only mitigated the risk of *broken families* typical for low income areas but also created new opportunities for young people. * Young people that received grant support mentioned that starting their business convinced them to stay in the rural area because they started to see development perspectives there (e.g. women-led sewing studio in Banyliv, travel agency in Berehomet). * Several female beneficiaries inspired their female friends to start other service-oriented businesses in their communities (e.g. event agency in Banyliv, beauty salon in Berehomet). They are not only supporting each other in their business activities but also enjoy the improved quality of life on the local level. They agree that their sense of dignity and confidence has increased. (*Now I can afford a manicure, but I have no time to go to Chernivtsi to receive a good service. Thanks to my colleague, now I can get it in my village; Being a businesswoman is a good feeling, I feel that people respect me (a divorced mom of two)*) * Ethnic minorities. Mamalyha ATC is a visible example how the projects’ holistic approach to sustainable rural development addresses the needs of the local communities and leads to a better social cohesion ((e.g. Head of the ATC council (representative of Moldovan ethnic minority) working in close collaboration with the Ukrainian deputy head and local Moldovan CO members to open the pilot linguaphone classroom at school (the first one in Chernivtsi oblast); 50 people from the village joining the local entrepreneur for weekend to help him renovate the space for a future car service). * ASC “Veterany ATO Lymanshchyny” – example of an agricultural cooperative being both an economic tool to sustain the livelihood of war veterans and a rehabilitation tool to help them overcome the post-traumatic syndrome. * IDPs. ASC “Dobri hazdy” employed a cheese production technologist from the local IDP community in Mykhailivka, Chernivtsi oblast. This is an example of creating employment for vulnerable groups but also using economic development tools for integration processes on the local level. |
| Result 2: Capacity development activities alongside with quality assurance with monitoring and evaluation of sub grantees will be ensured | UNDP PMU  Project beneficiaries  Local authorities  FGDs | Is the project’s approach likely to continue, be scaled up, replicated, and increasingly contribute to the inclusive gender responsive socio-economic development at the local level after project ends? Define which of the platforms, networks, and relationships development in the framework of the project have the highest potential for further scaling up and/or replication. To what extent were capacity development initiatives for partner organizations adequate to ensure sustainable improvements for women, men and vulnerable groups? What can additionally be done to improve the sustainability of the project? | It is recommended that the survey planned by the project M&E team for October 2019 includes the qualitative indicators that measure the change in the attitudes, practices, plans and relationships in the local communities. It is recommended that the decisions for replication or scaling up of the project outcomes are based on the results of this survey, recommendations of this evaluation, and conclusions of the final semi-annual report submitted to the donor in September 2019.  The project has a proven efficiency to address the needs of the rural population, therefore it is recommended that its results are replicated in other disadvantaged rural areas in Ukraine.  It is recommended that the project methodology is piloted to tackle the specific development challenges: e.g. cross-border cooperation; environmental protection (e.g. Lower Dniester area or Carpathian Mountains); promotion of human rights (non-violence, women’s empowerment, youth unemployment, etc.)  It is recommended to continue cooperation with existing project beneficiaries in order to explore how the increased organizational capacity of the local institutions can serve as a foundation for the breakthrough innovations that can build upon the best global solutions for the rural areas. |

## Annex 12: List of articles and videos available online (selection)

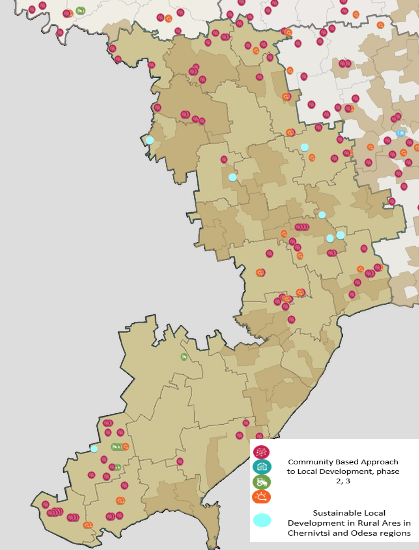
| **№** | **Title** | **Source** |
| --- | --- | --- |
| **Chernivtsi region** | | |
|  | Memorandum on the new project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” will be signed in Chernivtsi | <https://decentralization.gov.ua/news/4278?page=13> |
|  | Seminar within the ADA/UNDP project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” | <http://econom.chnu.edu.ua/advert/seminar-u-ramkah-proektu-aar-proon-stalyj-rozvytok-silskyh-terytorij-chernivetskoyi-ta-odeskoyi-oblastej> |
|  | Participants of the board meeting of the project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” had visited Mykhaylivka village | <http://hliboka.chv.ua/2019/04/04/uchasnyky-zasidannya-rady-proektu-stalyj-rozvytok-silskyh-terytorij-chernivetskoyi-ta-odeskoyi-oblastej-vidvidaly-selo-myhajlivka/> |
|  | First results of the ADA/UNDP project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” had been presented in Bukovyna [region] | <https://www.bukinfo.com.ua/show/news?lid=101160> |
|  | Austrian delegation had visited Mykhaiivka village in Bukovyna region within the project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” | <https://chernivtsi.online/archives/10776> |
|  | In order to ensure sustainable development of rural areas [Board meeting of the project in Chernivtsi] | <http://gromady.cv.ua/news/64894/> |
|  | Joint project of Austrian Development Agency and UNDP “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” | <http://rayradavn.gov.ua/index.php?option=com_content&view=article&id=132:spilnyy-proekt-avstriyskoyi-ahentsiyi-rozvytku-ta-proon-stalyy-rozvytok-silskykh-terytoriy-chernivetskoyi-ta-odeskoyi-oblastey&catid=49&Itemid=167> |
|  | Improving the heat insulation of the school | <https://nedoboivska-gromada.gov.ua/news/1554875597/> |
|  | UNDP and Austrian government had funded the reconstruction of the heating system in the kindergarten | <https://dabi.gov.ua/u-chernivetskij-oblasti-rekonstruktsiyu-systemy-opalennya-dytyachogo-sadka-profinansovano-programoyu-rozvytku-oon-ta-avstrijskym-uryadom/> |
|  | Oleksandr Kovalchuk: New opportunities for the support and funding of local and regional development | <http://buk-visnyk.cv.ua/misceve-samovryaduvannya/927/> |
|  | How Hlybotska ATC is becoming energy efficient: press-tour of the EU-delegation to Ukraine (11/04/2019) | <http://lgdc.org.ua/branch/23/yak-glybocka-otg-staye-energoefektyvnoyu-pres-tur-predstavnyctva-yes-11042019> |
|  | Cheese production will be launched in Bukovyna | <http://cv.cv.ua/news/tsiyeyi-oseni-na-bukovini-z-yavitsya-sirovarnya/> |
|  | Educational and business projects of Hlybotska ATC | <https://central-ua.tv/news/36332/> |
| **Odesa region** | | |
|  | Seven microprojects for socio-economic development will be implemented in Odesa oblast | <https://oda.odessa.gov.ua/news/v-odeskij-oblasti-planuetsa-realizuvati-sim-mikroproektiv-dla-socialno-ekonomicnogo-rozvitku-gromad> |
|  | Foreign investments had been attracted to Bilhorod-Dnistrovskyy rayon | <http://www.golos.com.ua/article/314561> |
|  | Project “Sustainable local development of the rural areas in Odesa and Chernivtsi oblasts” | <http://ato.od.ua/602-2/> |
|  | Austrian technical assistance to the ATP veterans | <http://dsvv.gov.ua/top-novyny/avstrijska-dopomoha-veteranam-ato.html> |
|  | Support from UNDP | <http://sp-press.com.ua/?p=2386> |
|  | Austria is funding new UNDP initiative for activating the local development in Chernivtsi and Odesa oblasts | <http://cba.org.ua/ua/novyny/ogoloshennya/10040-povidomlennya-dlya-presy-avstriia-finansuie-novu-initsiatyvu-proon-dlia-aktyvizatsii-mistsevoho-rozvytku-u-chernivetskii-ta-odeskii-oblastiakh> |

## Annex 13: Correlation between the CBA/ADA project and decentralisation in Ukraine

**Chernivtsi oblast**

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**Odesa oblast**



\*Dark red dots on the map are marking the centers of Amalgamated Territorial Communities emerged in 2 oblasts within the framework of decentralization reform in 2016-2019. Other dots mark the areas where the micro-projects funded by CBA and LSDRA projects had been implemented in 2010-2019. Areas covered by the CBA project have been more actively participating in the decentralization process than those that have not been involved in the project. The same outputs are expected for the areas covered by LSDRA project activities.

## Annex 14: Energy efficiency and environmental impact

**PMU tracking tool to access the environmental effects of the implemented micro-project initiatives**

1. **List of the requirements and data collected by the project team**

**(Full description is available in Ukrainian)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **Environmental requirements in the applications for the micro-project initiatives (in-take check-in form):** | | | | | | | |
|  | Climate characteristics of the area | | Environmental safety measures | | Workplace safety | | Safe exploitation of the equipment | |
| **2** | **Energy efficiency characteristics of the object or TECHNICAL APPRAISAL** | | | | | | | |
|  | **Main indicators in the pre-feasibility studies (prepared by the subcontractors)** | | | | | | | |
| **3** | Description of the energy efficiency measures | Type of fuel prior to the micro-project implementation | Energy consumption prior to the micro project implementation (annual) (ths.m3),(tones) | Type of fuel after the micro-project implementation | Energy consumption after the micro project implementation (annual) (ths.m3),(tones) | Difference in the indoor temperature level (degrees Celsius) | Expected cost savings (annual), (UAH) | Expected energy savings (annual) (kWt\*hr/year) |
| **4** | **СО2 emissions (calculated by the PMU engineers based on the data above)** | | | | | | | |
|  | CO2 emissions prior to the micro-project implementation (tones/year) | | | CO2 emissions after the micro-project implementation (tones/year) | | | Expected CO2 emissions reduction (tones/year) | |

1. **Expected environmental effects of the projects (can be verified not earlier then summer 2020)**

**(Full track of records for every micro project initiative is available in Ukrainian)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | |  | **Odesa oblast** | **Chernivtsi oblast** | **Total** | | Expected cost savings (annual), (UAH) | 649 388,00 | 376 278,00 | 1 025 666,00 | | Expected energy savings (annual) (kWt\*hr/year) | 797 384,80 | 514 327,98 | 1 311 712,78 | | Expected CO2 emissions reduction (tones/year) | 386,207 | 156,94 | 543,147 | |

## Annex 15: List of the SDG awareness raising events

**SDGs Days**

During the period of November 2018 – April 2019, 22 SDG events were organized and conducted by UNDP Oblasts SDG Portfolio throughout the country.

Background of the activity

UNDP has lately transformed its local development interventions and field presence in Ukraine, marking a critical entry point for a more integrated and coherent local development presence which matches perfectly with the roll-out of the Sustainable Development agenda in Ukraine.

The Government of Ukraine took ownership for the adaptation of the SDGs into the national context. It has committed that the SDGs will serve as a basis for strategic planning of the country’s development and as a platform for national, sectoral and regional strategies and programmes. The Government of Ukraine led the preparation of the National Baseline Report ‘Sustainable Development Goals: Ukraine’ with support from the UN/UNDP, which provides the baseline level of the SDGs targets and benchmark indicators for 2020, 2025, and 2030.

Implementing the SDGs at the national level and translating them into tangible change at the local level requires integrated and complex approaches. The next step in this regard is the switch towards a full area-based approach in supporting the roll-out of the sustainable development agenda at the sub-national level, building on UNDP’s field presence and lead role as an integrator.

Necessity of the Activity

SDG localization was introduced in terms of local sustainable development in each oblast. SDG Day(s) have been initiated to renew existing partnerships and recalibrate networks of stakeholders with awareness on the SDGs at the local level.

Objective of the Activity

* + To update the local stakeholders with the UNDP activities and results in the oblast;
  + To facilitate networking in the region with awareness on the SDGs at the local levels in terms of local sustainable development.

Expected Output

* + SDG Day event will initiate networking in the oblast in terms of SDG localization;
  + An enabling environment will be created for implementation of the Project and UNDP activities in the oblast.

Implementation Arrangements

|  |  |  |
| --- | --- | --- |
|  | Odesa | Chernivtsi |
| SDG Days | 16 Nov 2018 | 14 Nov 2018 |
| SDG Round tables | 14 March 2018 |  |
| Energy efficiency trainings |  | 2018 |
| University exchange visits |  | 29-30 May 2019 |

## Annex 16: Code of conduct

Evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

3. Should protect the anonymity and confidentiality of individual informants. Should provide maximum notice, minimize demands on time, and respect people’s right not to engage. The evaluator must respect people’s right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. The evaluator is not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.

4. May uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluator should consult with other relevant oversight entities when there is any doubt about if and how these issues should be reported.

5. Should be sensitive to beliefs, manners and customs, and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, the evaluator must be sensitive to and address issues of discrimination and gender equality. Evaluator should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, the evaluator should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.

6. Is responsible for their performance and their product(s), and responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form[[22]](#footnote-22)**

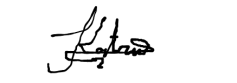
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Kateryna Kravchuk

Name of Consultancy Organization (where relevant): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Lviv, Ukraine on July, 16th 2019



Signature:

1. Please, only fill in in case this is a final project evaluation/review. [↑](#footnote-ref-1)
2. In case there are more than three outputs, please, add them. [↑](#footnote-ref-2)
3. Gender profiles by oblast (document prepared in 2019 by the government of Ukraine with the support of UN Women, available only in Ukrainian) <https://eu-ua.org/genderni-profili-25-oblastey-ukrayiny?fbclid=IwAR3QvMVRiJewQQ4Uo8ADyre0Qxq2ep6Fr8X34g3XKuffiDOVy1xvmhV7lyY> [↑](#footnote-ref-3)
4. <https://www.coe.int/en/web/istanbul-convention/> [↑](#footnote-ref-4)
5. <http://www.uneval.org/normsandstandards/index.jsp> [↑](#footnote-ref-5)
6. <http://www.unevaluation.org/ethicalguidelines> [↑](#footnote-ref-6)
7. <https://donors.decentralization.gov.ua/en/projects> [↑](#footnote-ref-7)
8. <http://cba.org.ua/ua/biblioteka/zviti-proektu> [↑](#footnote-ref-8)
9. p. 10-11 <http://www.britishcouncil.org.ua/sites/default/files/gender-equality-and-empowerment-eng.pdf> [↑](#footnote-ref-9)
10. <https://bhfamily.org/en/proekty/molod-zminyt-ukrayinu/> [↑](#footnote-ref-10)
11. [https://maysternya-na-seli.org](https://maysternya-na-seli.org/) [↑](#footnote-ref-11)
12. <https://www.includegender.org/toolbox/map-and-analyse/3r-method/> [↑](#footnote-ref-12)
13. <https://www.uclg.org/sites/default/files/culture_in_the_sdgs.pdf> [↑](#footnote-ref-13)
14. <https://www.nurturedevelopment.org/asset-based-community-development/> [↑](#footnote-ref-14)
15. <https://coady.stfx.ca/digital-leaky-bucket/> [↑](#footnote-ref-15)
16. http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf [↑](#footnote-ref-16)
17. Including community organization, local and/or regional authority contribution [↑](#footnote-ref-17)
18. <https://donors.decentralization.gov.ua/en/projects> [↑](#footnote-ref-18)
19. p. 10-11 <http://www.britishcouncil.org.ua/sites/default/files/gender-equality-and-empowerment-eng.pdf> [↑](#footnote-ref-19)
20. <http://cba.org.ua/ua/biblioteka/zviti-proektu> [↑](#footnote-ref-20)
21. <https://www.includegender.org/toolbox/map-and-analyse/3r-method/> [↑](#footnote-ref-21)
22. [www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct) [↑](#footnote-ref-22)