ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

As part of its annual work plan, the Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will conduct an independent country programme evaluation (ICPE) in Ukraine in 2021. Typically conducted in the penultimate year of a country programme cycle, the ICPEs are expected to inform the elaboration of the new country programmes with evaluative evidence of UNDP's contribution to national development priorities. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document (CPD)
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

The ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.[1] The responsibility of IEO, which reports directly to the Executive Board, is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

This is the second country-level evaluation conducted by the IEO for Ukraine.[2] The ICPE Ukraine will focus on UNDP Ukraine country office's current programme, 2018-2022, with a view to contributing to the preparation of its new programme starting from 2023. The IEO will conduct the evaluation in close collaboration with the Government of Ukraine, UNDP Ukraine Country Office, and the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC).

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required it to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Ukraine's preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

National Context

Ukraine is a middle-income country of high human development. Ukraine's economic growth has been modest since 2016 (annual GDP growth between 2% to 3.5%) after its contraction in 2015 (-9.8) due to the conflict in eastern Ukraine.[3] Impacted by the COVID-19 pandemic, the economy is expected to contract by 5.5 percent in 2020 and rebound in 2021 (1.5%).[4] Ukraine's population was 44.38 million in 2019.[5] Its Human Development Index (HDI) value for 2019 is 0.779, ranking 74 out of 189 countries and territories. The HDI value for female in Ukraine is the same as that for their male counterparts, placing the country in

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[1] http://web.undp.org/evaluation/documents/evaluation-policy.pdf.

[2] The IEO conducted an Assessment of Development Results (ADR) for Ukraine in 2004, covering the period 1997-2004.

[3] World Bank data, WDI 2021

[4] World Bank data, https://www.worldbank.org/en/country/ukraine/overview#3

[5] World Bank data, WDI 2021

the group of countries with high equality in HDI achievements between women and men. The 2019 Gender Inequality Index (GII) value of Ukraine is 0.234, ranking it 52 out of 162 countries.[6]

Two decades after its official declaration of independence in 1991, Ukraine continues to be affected by conflicts and instability. The conflict in eastern Ukraine, first erupted in 2014, has become a stalemate. It is estimated that the conflict has led to more than 10,300 people killed and 24,000 injured.[7] The Government of Ukraine reports some 1.5 million Internally Displaced Persons (IDPs).[8] Over 3 million people are still in need of humanitarian assistance.[9] The conflict has exacerbated the gender-based violence[10] and tended to reinforce traditional conservative gender roles that restricted women's freedom of movement and livelihood opportunities.[11] The COVID-19 pandemic has further exacerbated the hardships and deprivations faced by the conflict-affected population in eastern Ukraine and affected their enjoyment of social and economic rights.[12]

Despite the continuous reform efforts, governance challenges remain significant in Ukraine. Ukraine is a republic with a presidential-parliamentary system of government. The current government of President Volodymyr Zelensky was elected to office in 2019. The 2014 Maidan revolution (revolution of dignity) demanded closer EU relations and precipitated the election of a pro-EU government. In line with "The Association Agreement" signed with the EU in the same year, the Government undertook key reforms to improve governance, including health reforms, fiscal consolidation reforms, energy tariffs and social assistance reforms, enhancing public procurement transparency and establishing anti-corruption agencies.[13] As a result, the country's ranking in the corruption perception index has improved recently from 130 (2017) to 117 (2020) out of 180 countries.[14] However, the lack of trust in public institutions remains a fundamental concern for Ukrainians.[15] Ukraine started the decentralization reform in 2014.[16] The most recent local elections were held in October 2020.

The country's healthcare system is under-financed and faced bureaucratic inertia and corruption. The Government has relied on international organizations (including UNDP) in the procurement of medicines.[17] The COVID 19 pandemic has further challenged the health system. At the time of this writing, Ukraine has registered 1.25 million confirmed cases and around 24 thousand deaths.[18] The country faces shortages of medical supplies for acute care, such as masks, protective suits and ventilators. The UN, led by UNDP, conducted an Assessment of the socio-economic impact of COVID-19 in Ukraine, as part of UN support to the Government to respond to the pandemic,[19] in addition to programmic interventions.

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[6] UNDP. Briefing note for countries on the 2020 Human Development Report - Ukraine

[7] ibid

[8] UNHCR data. https://www.unhcr.org/ua/en/internally-displaced-persons

[9] European External Action Service. https://eeas.europa.eu/headquarters/headquarters-Homepage/4081/eu-ukraine-relations-factsheet_en

[10] UNFPA, 2018. Gender-based violence in the conflict-affected regions of Ukraine.

[11] Lucas, B. et al, 2017. Gender and conflict in Ukraine.

[12] UNHCR, 2020. Impact of COVID-19 on Human Rights in Ukraine.

[13] The World Bank. https://www.worldbank.org/en/country/ukraine/overview

[14] Corruption perception index, 2020 data

[15] The World Bank. https://www.worldbank.org/en/country/ukraine/overview

[16] Government of Ukraine. https://decentralization.gov.ua/en

[17] Atlantic Council, 2020. Ukraine's healthcare system is in critical condition again

[18] WHO data. https://covid19.who.int/region/euro/country/ua as of 10 February 2021.

[19] United Nations, 2020. https://ukraine.un.org/en/103300-assessment-socio-economic-impact-covid-19-ukraine

Ukraine is one of the least energy-efficient countries in Europe[20] and one of the most energy-intensive economies in the world. Since 2015, Ukraine has been committed to developing a framework for achieving energy efficiency through a market-based approach.[21] Access to energy is affected by the conflict as most of the coal, a main energy source, comes from the Donetsk oblast in eastern Ukraine. The environmental degradation is also exacerbated by the conflict in the eastern region and pressure on natural resources. The conflict has damaged forest ecosystems.[22] Other environmental challenges include water and air pollution, chemicals and waste management and contamination from the Chernobyl disaster.

UNDP PROGRAMME IN UKRAINE

UNDP has been working in Ukraine since 1993, two years after the country's independence.[23] It has supported the Government of Ukraine in a wide range of development areas, such as nation building, democratic development and the shift from a command to a market economy.[24] The first and second UNDP Country Cooperation Frameworks (CCF), covering the periods 1997-2000 and 2001-2005, were developed when Ukraine was undergoing social, economic and political changes. UNDP's priority areas were therefore defined broadly, to accommodate the country's development needs in the areas of governance, human, economic and sustainable development. The CCF II was guided by Ukraine's first United Nations Development Assistance Framework (UNDAF) established in 2001.

The 2004 "Orange Revolution" posed a question on Ukraine's economic and political reforms and demanded fair and free elections, governance reforms and better economic opportunities. The then new Government also promoted greater integration with the European Union. Against this backdrop, the UNDP country programme in Ukraine for 2006-2010 aimed to support the Government in further policy reforms to achieve the EU standards. Priority areas included institutional reform, civil society empowerment, basic services and poverty reduction.[25]

During the programme period 2012-2017, UNDP supported Ukraine in the areas of democratic governance and reform, energy and environment, and poverty reduction, recovery and peacebuilding. After the Maidan revolution and the outbreak of armed conflict in the east of Ukraine in 2014, UNDP repositioned its programmes to support reform priorities of the new government. This included establishing field presence in eastern Ukraine, to enable access of conflict affected populations to livelihoods, restore social cohesion and governance.[26]

For the current UNDP country programme cycle, 2018-2022, the preparation of the CPD was guided by the Government of Ukraine - United Nations Partnership Framework (UNPF)[27] for the same period. The UNPF includes indicative resources of around 675.5 million USD to support interventions under four pillars:

- Pillar 1: Sustainable economic growth, environment and employment
- Pillar 2: Equitable access to quality and inclusive services and social protection
- Pillar 3: Democratic governance, rule of law and civic participation
- Pillar 4: Human security, social cohesion and recovery with a particular focus on Eastern Ukraine

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[20] Antonenko, A. et al, 2018. Reforming Ukraine's Energy Sector: Critical Unfinished Business
[21] OECD, 2019. Policy Insights: Enhancing Competitiveness in Ukraine through a Sustainable Framework for Energy Service Companies (ESCOs)
[22] UNEP, 2018. Ukraine's Donbas bears the brunt of toxic armed conflict
[23] Standard Basic Framework Agreement (SBBA)
[24] UNDP IEO, 2004. Assessment of Development Results (ADR) Ukraine
[25] UNDP. Country Programme Document Ukraine 2006-2010, extended to 2011
[26] UNDP. Country Programme Performance Summary 2012-2017
[27] Government of Ukraine – United Nations Partnership Framework (2018–2022)

The UNPF emphasizes an integrated approach to strategic and coherent achievement of the four interconnected programming areas. The UNCT comprises 23 UN agencies, of which 16 are represented in-country.[28] To operationalize its commitment to "Delivering as One", the UNCT has established UNPF Result Groups for each UNPF pillar, in addition to the Operation Management Team, UN Theme Group, and Monitoring and Evaluation Group.

UNDP is programmatically expected to address four UNPF outcomes (Table 1): (i) Inclusive and effective democratic governance; (ii) Green economic development; (iii) Improved energy efficiency and sustainable access to energy; and (iv) Recovery and peacebuilding in conflict-affected areas, with a total of 13 outputs. UNDP launched Ukraine's Accelerator Lab in September 2019, which serves as an innovation incubator for locally contextualized solutions for urgent development challenges. UNDP also assists the Government in responding to and recovering from the ongoing COVID-19 pandemic.

- **Inclusive and effective democratic governance**: In addition to strengthening inclusive and responsive decision-making and policies, accountable institutions, decentralization, the rule of law, and human rights, UNDP assists the Ministry of Health with its procurement of medical supplies, while supporting the development of a corruption-free national health procurement system.
- **Green economic development**: UNDP supports sustainable job creation, income generation and livelihood at national and subnational levels, as well as improvement of the business environment. Special focus is given to youth employment and business in new sectors.
- **Environment and energy:** UNDP aims to contribute to climate change adaptation and mitigation, improvement in energy efficiency, access and renewable energy, natural resources and waste management. Leveraging its convening power, UNDP engages with multiple stakeholders, including the Government, private sector, CSOs and communities.
- **Recovery and peacebuilding in conflict-affected areas:** UNDP focuses on sustainable economic recovery, restoring and reforming local governance structures and building resilience of the communities in eastern Ukraine. It seeks close collaboration with the World Bank and other UN agencies in operationalizing the Multi-partner Trust Fund.

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[28] Government of Ukraine – United Nations Partnership Framework (UNPF) 2018-2022

Table 1. UNPF/UNDP Outcomes and UNDP's Areas of Specific Contribution (CPD 2018-2022)				
UNPF/UNDP Outcomes and Outputs		**Indicative resources (US$)**		**Expenditures (US$)**
		Regular resources	**Other resources**	**As of 3 Feb '21**
Outcome 1: By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services	**Output 1.1.** Regional and local authorities have scaled-up knowledge and skills to engage communities in planning, coordination, delivery and monitoring of public services provision	944,000	90,800,000	370,022,013
	Output 1.2. National institutions, systems, laws and policies advance the equitable realization of human rights, especially among vulnerable groups			
	Output 1.3. Civil society is more engaged in national development processes			
	Output 1.4. Rule of law institutions have capacities and functions to effectively fulfil their mandates			
	Output 1.5. Measures scaled up and implemented to prevent and respond to domestic and gender-based violence			
Outcome 1 subtotal		*91,744,000*		*370,022,013*
Outcome 2: By 2022, all women and men, especially young people, equally benefit from an enabling environment that includes labour market, access to decent jobs and economic opportunities	**Output 2.1.** National and subnational institutions are better able to develop and implement policies and measures that generate sustainable jobs and livelihoods	377,600	27,900,000	1,216,351
	Output 2.2. Public institutions and private entities effectively cooperate to improve the business environment			
Outcome 2 subtotal		*28,277,600*		*1,216,351*

Outcome 3: By 2022, national institutions, private business and communities implement gender-responsive policies and practices to achieve sustainable management of natural resources, preservation of ecosystems, mitigation, adaptation to climate change and generation of green jobs	**Output 3.1.** Comprehensive measures on climate change adaptation and mitigation across various sectors are scaled up **Output 3.2.** Local authorities and communities adopt gender-responsive and sustainable solutions for increased energy efficiency and modern energy access, especially of renewable energy **Output 3.3.** Local authorities develop gender-responsive solutions at subnational levels for the sustainable management of natural resources, ecosystem services, chemicals and waste	566,400	41,900,000	11,376,823
Outcome 3 subtotal			*42,466,400*	*11,376,823*
Outcome 4: By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support	**Output 4.1.** Conflict-affected communities feel safer and satisfied with security services, following UNDP support **Output 4.2.** Crisis-affected women and men have more sustainable livelihoods opportunities, including jobs, created with UNDP support **Output 4.3.** National and regional authorities have the knowledge and skills to engage communities in gender-responsive planning, coordination, delivery and monitoring of recovery efforts	944,000	75, 600,000	54,327,917
Outcome 4 subtotal			*76,544,000*	*54,327,917*
Grand total			**239,032,000**	**436,943,105**

Source: UNDP Atlas

SCOPE OF THE EVALUATION

The ICPE Ukraine will examine UNDP's current country programme 2018-2022, as formally approved by the Executive Board. Guided by the Results and Resources Framework contained in the CPD, the evaluation will assess UNDP's performance in contributing to the four programme outcomes. The ICPE will take into account any changes made to the country programme during the period under review, including UNDP's COVID response.

The evaluation will cover UNDP's development programme in its entirety, regardless of its funding sources, e.g. UNDP's regular, core resources, donors, and government. Both projects that are active and/or have completed during the period under review will be covered. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the United Nations Partnership Framework 2018-2022.

METHODOLOGY

The evaluation will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards[29] and Ethical Guidelines.[30] It will address the following four main evaluation questions:[31]

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the country office or reconstructed in consultation with programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the UNPF will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes the assessment on the degree to which UNDP-specific interventions - CPD outputs - have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery in Ukraine. Several sub-questions will be included: i) degree to which UNDP's COVID support has been relevant to the needs of Ukraine; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Ukraine that are equitable, resilient and sustainable.

Evaluation question 4 will examine various factors have influenced – positively or negatively – UNDP's programmatic performance, and eventually, sustainability of results. Country-specific issues (e.g. change management), managerial practices (e.g. utilization of resources for results), programmatic design and decisions (e.g. integration of gender equality and women's empowerment, use of partnerships, South-South and triangular cooperation, delivery modality) will be examined.

Stakeholder involvement: During the evaluation, relevant stakeholders will be engaged to ensure the transparency of the exercise, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. An evaluation 'reference group' will be established prior to the evaluation, comprising representatives of national stakeholders, e.g. government, national implementing partners,

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[29] http://www.uneval.org/document/detail/1914
[30] http://www.unevaluation.org/document/detail/2866
[31] The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

donors, UN agencies, other development partners and beneficiary groups. A stakeholder analysis will be conducted during the preparatory phase to identify relevant UNDP partners, including those that may have not worked directly with UNDP but play a key role in the outcomes to which UNDP contributes. The analysis will help identify key informants for interviews during the data collection phase.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which UNDP's programmatic efforts were designed to contribute to gender equality and women's empowerment (e.g. using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale
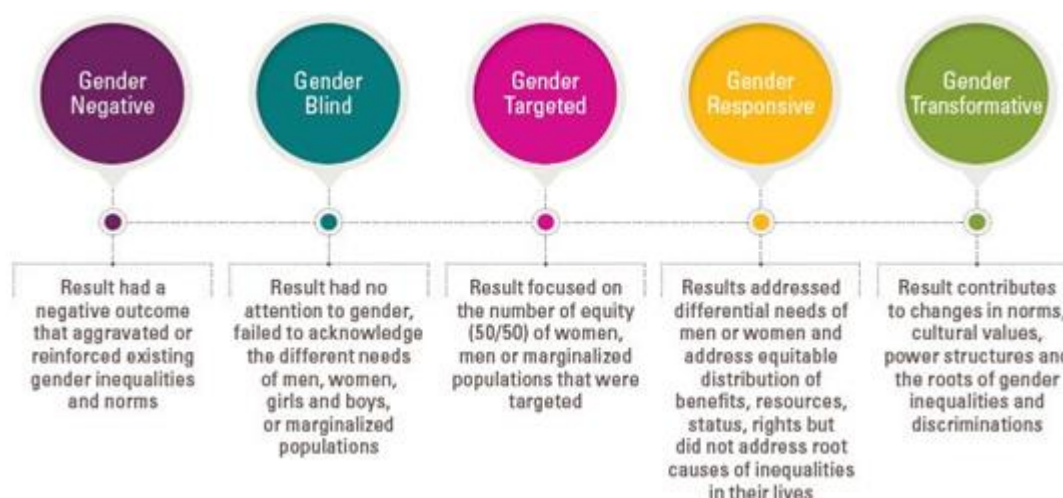
ICPE rating system: Based on the Independent Country Programme Review (ICPR) piloted by the IEO in 2020 and lessons learned, IEO is currently developing a rating system to be applied for the ICPEs in 2021 on a pilot basis. Ratings are expected to be applied to assess UNDP's progress towards CPD Outputs and Outcomes goals. Details will be provided in due course prior to the implementation of the ICPE.

DATA COLLECTION AND ANALYSIS

Evaluability assessment: An assessment was conducted to examine the availability of documentation and information, identify potential data constraints, and determine the data collection methods.

- **Security constraints**: The security situation in Ukraine remains precarious. The eastern territories in Donetsk and Luhansk region, bordering the Russian Federation, are controlled by anti-Government forces with a high UN security level.[32] Access to any project sites in the area, if any, is

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[32] Security level 4 ("Substantial") for the Eastern conflict area. UN DSS Travel Advisory. https://dss.un.org/traveladvisory.aspx.

expected to be limited and the availability of quality monitoring reports is important. Information will be collected remotely, as required.

- **COVID-19 restrictions**: As internal mobility is limited and many continue to telework, access to national stakeholders for data collection – particularly those in remote areas and community-level populations including the marginalized - may encounter challenges. Expanded outreach measures will be needed, e.g. use of surveys, identification of locally based data collectors and consultants, access to local project managers/ coordinators, and use of GIS technology for virtual site visits.
- **Availability of past assessments**: Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Centre (ERC), the volume of available evaluations conducted by the country office is limited – eight evaluations (all project evaluations) between 2018 and present – but they are of fairly good quality.[33] An additional eight project evaluations are planned to conduct in 2021 and 2022. Vis-à-vis the Evaluation Plan 2018-2022, the country programme mid-term review, one outcome evaluation and one project evaluation have been cancelled. The cancellations and delay of the evaluations are mostly due to the impact of the COVID-19 pandemic on the implementation and evaluability of programmes and projects.[34] The IEO will also collaborate with the Office of Audit and Investigation (OAI) to the extent possible, which is conducting two audits[35] in the second Quarter of 2021, to reduce evaluation fatigue among national partners through information sharing.
- **Programme and project information**: Programme documentation (including internal annual reports) is available and of adequate quality. The availability and quality of project level documentation will be examined during documentation collection and desk review.
- **CPD results and resources framework indicator results:** The CPD lists 15 indicators for the 4 outcome results, and 28 indicators to measure the 13 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The data sources of the indicators are mostly national statistics and reports of various ministries, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistics, where up-to-date data may not be available for all indicators.
- **Intervention maturity:** UNDP projects are at different stages of implementation. In cases where the projects/initiatives are still in their initial stages, it may not be possible to determine the projects' contribution to the CPD/UNPF outcomes. The evaluation will document observable progress and seek to assess the possibility of potential contribution given the programme design and measures already put in place.

Data collection methods: A design matrix will be prepared to elaborate on data collection and analysis plans. At the time of this writing, the effects of the COVID-19 pandemic are still felt globally. Given the travel restrictions, the evaluation is expected to take predominantly a remote, virtual approach. Data and information required for the evaluation are collected through primary and secondary sources:

- Desk reviews: The IEO will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g. resource mobilization, gender communication), programme-/ project-related

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[33] Two of the six quality-assessed evaluation reports by the IEO were rated as 'satisfactory' (rating of '5') and four as 'moderately satisfactory (rating of '4'). UNDP Evaluation Resource Centre.

[34] UNDP Ukraine. Interoffice memorandum "Changes to the Costed Evaluation Plan 2018-2022", October 2020.

[35] Country Office Audit and Direct Implementation Modality (DIM) audit, covering two large projects – medical procurement and recovery and peacebuilding in eastern Ukraine.

documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/ audit reports, and UNCT/ UNPF related documents. The IEO and the country office will identify a list of background documents, uploaded in the ICPE SharePoint portal.

- Stakeholder interviews: Interviews via face-to-face/Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, private sector, civil society organizations and beneficiary groups. Focus groups may be organized, where possible.
- Questionnaire/Surveys: An advance questionnaire will be administered to the country office during the preparatory phase as an additional self-reporting input. Surveys may be planned, as required.
- Site visits: As the internal mobility will be limited, physical visits to field project sites are expected to be minimal, if any. The IEO will engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

Projects for in-depth reviews: Projects will be selected for in-depth reviews based on a purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of issues addressed under each outcome; project maturity; budget, and geographical spreads. Both 'flagship' projects of significant visibility and scope, as well as those that have experienced challenges will be included.

Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

Midterm briefing: At the end of the data collection phase, the IEO will have a quick brief to the country office on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the IEO will enter a full synthesis and drafting phase.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office: The IEO will conduct the ICPE in consultation with the UNDP country office and the RBEC. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance. The IEO Lead Evaluator will lead the ICPE and coordinate the work of the evaluation team, comprising the following members:

- Lead Evaluator (LE)*:* IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the country office, RBEC, and national stakeholders.
- Associate Lead Evaluator (ALE): IEO staff who directly supports the LE in operationalizing the exercise, particularly during preparatory phase, data collection and analysis, and preparation of a draft report. Together with the LE, the ALE will backstop the work of other team members.
- Research Associate (RA): The IEO RA will provide background research, including portfolio and financial analysis. He/she contribute to the preparation of draft/final report, report annexes, and support any tasks as required by the evaluation team.
- National research institution/ consultants: The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank or academia, to augment its data collection and

analysis capacity in the country during COVID-related restrictions. Alternatively, 4 individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP Country Office in Ukraine: The country office will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via videoconference the final stakeholder meeting with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The country office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

Regional Bureau for Europe and the Commonwealth of Independent States (RBEC): RBEC will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the country office and its implementation of relevant actions.

EVALUATION PROCESS

The evaluation will be conducted in the following five key phases:

- **Phase 1: Preparatory work.** The IEO prepares the evaluation terms of reference (define the scope, methodology and process), a list of projects, and an evaluation matrix; and launches document gathering with support of the country office. External consultants will be recruited to augment the work of portfolio analysis. The IEO coordinates its evaluation plan with OAI and other UN agencies planning similar assessments in the country. An evaluation 'reference group' will be established at the country office for the evaluation, comprising representatives of government, national implementing partners, donors, UN agencies, and beneficiary groups.
- **Phase 2: Desk analysis.** The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with country office staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. Specific data collection instruments will be developed, e.g. interview protocols, based on the stakeholder and portfolio analyses.
- **Phase 3: Data collection.** The evaluation team engages in virtual and remote data collection activities, such as interviews, taking advantage of Zoom and other online communication tools. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.
- **Phase 4: Analysis, report writing, quality review and debrief.** Following the individual outcome analyes, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the RBEC for comments and factual corrections. The second draft, which takes into account their feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are

discussed. Taking into account the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.

- **Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website[36] as well as in the Evaluation Resource Centre (ERC).[37] RBEC will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

TIMEFRAME FOR THE ICPE PROCESS

The tentative schedule of the evaluation activities is summarized as below.[38]

Table 3: Tentative timeframe for the ICPE process going to the Board in September 2022		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed/ approved by IEO Deputy Director	LE/ALE	February 2021
Documentation collection for desk review	LE/ALE/CO	February-March 2021
Selection of consultant* team members	LE/ALE	March 2021
Establishment of evaluation reference group	LE/ALE/CO	March 2021
Compilation of stakeholder contacts (and initial notification by CO)	LE/ALE/CO	Mar-April 2021
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	March-April 2021
Advance questionnaires to the CO	LE/ALE/CO	April 2021
Phase 3: Data collection		
Interviews with stakeholders	LE/ALE/Consultants*	mid-April-May 2021
Virtual preliminary briefing to CO/RBEC	LE/ALE/CO/RBEC	May-June 2021
Phase 4: Analysis, report writing, quality review and debrief		
Portfolio analysis completed	Consultants*/LE/ALE	June 2021
Synthesis and report writing	LE/ALE	July 2021
Zero draft for internal IEO clearance	LE/ALE	August 2021
First draft for CO/RBEC comments	LE/ALE/CO/RBEC	September 2021
Second draft shared with the government and other national stakeholders for comments	LE/ALE/CO	October 2021
Draft management response	CO/RBEC	November 2021
Final stakeholder debriefing via videoconference	IEO/CO/RBEC	Nov-Dec 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January- February 2022
Final report and evaluation brief	IEO	January- February 2022
Dissemination of the final report	IEO	March 2022

*consultants and/or national institution

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[36] web.undp.org/evaluation/

[37] erc.undp.org

[38] The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

| Gender-based violence

SDG 5.2	**2 in 3 women** have experienced psychological, physical, or sexual violence	OSCE, 2019
Violence against women ever experienced, by intimate

partner

SDG 5.2 | **26%** of women ages 15 and older | HDR, 2020 |
| Violence against women ever experienced, by nonintimate

partner

SDG 5.2 | **5%** of women ages 15 and older | HDR, 2020 |
| Sexual harassment

SDG 5.2 | **1 in 2 women** have experienced at least one form of sexual harassment | OSCE, 2019 |